

## **REPORT TO ABERDEENSHIRE INTEGRATION JOINT BOARD 24 AUGUST 2022**

### **ABERDEENSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP (HSCP) STRATEGIC DELIVERY PLAN UPDATE**

#### **1 Recommendation**

**It is recommended that the Integration Joint Board (IJB):**

- 1.1 Note the progress towards the development of the HSCP's revised Strategic Delivery Plan and work underway to ensure clear project scope and definition for all transformational and improvement workstreams from 2023-2025.**
- 1.2 Approve the short-term actions required to ensure the safe and sustainable delivery of health and social care services in response to current system demands and preparedness for winter 2022/23.**

#### **2 Directions**

- 2.1 No direction requires to be issued to Aberdeenshire Council or NHS Grampian as a result of this report.

#### **3 Risk**

- 3.1 IJB Risk 1 – Sufficiency and affordability of resource – our revised Strategic Delivery Plan will be aligned with our capacity and resources.
- 3.2 IJB Risk 3 – Workforce capacity, recruitment, training, development and staff empowerment – our revised delivery plan will account for our workforce capacity, planning and empowerment to deliver sustainable change.
- 3.3 IJB Risk 6 – Service/business alignment with current and future needs – a revised delivery plan will determine our focus for delivery on our strategic priorities and projects in the next 3 years.
- 3.4 IJB Risk 8 – Risk of failure to deliver standards of care expected by the people of Aberdeenshire in the right time and place – this work will inform how we will maintain our locality approach and focus for our communities whilst delivering sustainable change.

## 4 Background

- 4.1 As per previous updates to the IJB, as the health and care system moves out of emergency measures the HSCP has commenced work on the next iteration of its strategic delivery plan, to confirm its priority workstreams for the remaining 2-3 years of the HSCP's Strategic Plan to 2025. The process to date has involved:
- Workshops with the HSCP senior management team to reflect on progress to date against Phase 1 of our strategic delivery plan and new and emerging priority workstreams which must be considered in developing our revised plan.
  - Based on the initial outputs from these sessions, engagement with Strategic Planning Group (SPG) members and wider operational management colleagues to 'sense check' these workstreams and views on how this work should be prioritised over the short to medium term.
  - Presentation of collective outputs from this work to the IJB at its development session on 29<sup>th</sup> June 2022 to confirm agreement to our priority workstreams for this year and indicative workstreams to 2025, including consideration of how this aligns with Aberdeenshire Council and NHS Grampian's own strategic planning processes.

### **Medium-Term Priority Workstreams and Performance Monitoring Framework**

- 4.2 Appendix 1 provides a summary of the key outputs and themes arising from these various engagement sessions which has informed the HSCP's agreed priority workstreams to 2025. Work has now commenced on developing the project definition around these workstreams to ensure clarity of aims, outcomes and deliverables to produce a comprehensive strategic delivery plan from 2023 onwards. This work will be undertaken with project leads and supported by the HSCP strategy and improvement teams. A prioritisation framework will be used to help ensure we are focusing on the 'right things' and pursuing projects which will maximise impact on our overall objectives (our strategic priorities) and long-term outcomes.
- 4.3 The HSCP will continue to utilise the existing suite of project documentation and improvement tools to enable us to understand and measure the impact of these projects. In particular, by taking the time to implement a benefits mapping approach in each project's conception and initiation phase, this will ensure clarity as to the aim of each project, what the benefits and outcomes will be in achieving that aim, and in turn the performance measures which will provide assurance that those outcomes are being achieved.
- 4.4 As per current arrangements each project will have a clear reporting line to either the SPG (for transformational workstreams) or the Senior Management Team (for improvement and business as usual workstreams). A regular reporting cycle will again be established to enable appropriate monitoring and



scrutiny of progress by each of these groups. In-depth project updates on all of the major transformational workstreams will continue to be reported to the IJB via the SPG in line with this timetable. In addition, on a quarterly basis, an overview of the status of all projects will be presented to the IJB highlighting overall progress and enabling exception reporting of any key barriers or delays.

- 4.5 Underpinning this, work will also continue in the next 3 months on a range of key enablers and ongoing improvement activities which continue from phase 1 of our Strategic Delivery Plan, for example implementation of the delivery plans for our Mental Health, Learning Disability and Dementia Strategies. In addition, the development and implementation of the HSCP's 3-year Workforce Plan in this calendar year will be critical to informing our key objectives to ensure a safe and sustainable workforce.

### **Short-Term Priority Actions**

- 4.6 The above approach will ensure rigour and consistency in the project management of our strategic delivery plan for the next 2 years. In the short-term, there nevertheless remain immediate actions the HSCP requires to take to ensure ongoing resilience of the health and social care system and in particular our winter preparedness, as we continue to see community and primary care services responding to much higher levels of demand leading to challenges around access and higher levels of unmet need.
- 4.7 Recent communication from the NHS Scotland Chief Executive acknowledges the continuing difficulties nationally in the recruitment and retention of staff within the adult social care sector and meeting demand for new care at home support packages, exacerbated by increased acuity and complexity of need. A clear directive has been given to HSCPs to be forward planning for the winter period and addressing need through various solutions including use of technology and partnership working with communities and the third sector.
- 4.8 The HSCP Senior Management Team (SMT) will be focusing on implementation of a range of measures to ensure our resilience and readiness as outlined below. Some of these actions will link with the developing workstreams under the strategic delivery plan as projects can or are required to move at pace (for example under the Social Care Sustainability Programme Board the Internal Home Care Review project has commenced with clear objectives and deliverables already defined). Priority actions will include:
- Implementation of a winter planning workshop to ensure readiness and resilience of services to respond to increased demand and pressures through winter period.
  - Continued expansion of Care at Home capacity through targeted recruitment campaigns.



- Review of internal home care service – actions/deliverables identified in relation to: Recruitment; Home care service posts – evaluation and creation; Staff and Service Development; Review of the four pillars model.
  - Continued implementation of ‘enabling’ approach to Self-Directed Support.
  - In partnership with Aberdeenshire Voluntary Action, identification of third sector capacity available to support our ‘winter-readiness’ building on existing models.
  - Continued work to establish agreed model of medical cover to support Aberdeenshire HSCP’s frailty pathway/Hospital at Home implementation.
  - Supporting consistent implementation of rehab and enablement pathway on discharge from Aberdeenshire Community Hospitals and Secondary Care.
  - Ensuring availability and readiness of the workforce for Autumn/Winter Flu/Covid campaign and in case of future Pandemic Surge Vaccination requirements.
  - Development of Primary Care Mental Health Hub – implementation of initial model in Central Aberdeenshire prior to roll out 2023 onwards.
  - Work to support roll-out of combined delivery model Minor Injury Service.
  - Continued enhancement and strengthening of Multi-Disciplinary Teams.
- 4.9 The HSCP must also ensure appropriate capacity and resources are focused to support delivery against national directives and targets over this period. This will include implementation of the Medication Assisted Treatment (MAT) Standards locally as part of the national programme to reduce drug-related deaths.
- 4.10 The SMT will retain operational oversight to monitor progress against all stated actions and to ensure capacity and resources are targeted appropriately. Updates will be provided to the IJB as part of its winter planning assurance and governance reporting processes.

## 5 Summary

- 5.1 Significant work is required over the next 3 months to produce the next iteration of the HSCP’s strategic delivery plan. This work will identify the key projects to be implemented ensuring clarity of aims, outcomes and deliverables to produce a comprehensive strategic delivery plan from 2023 onwards. This will be brought back to the IJB for formal approval by December.
- 5.2 In the short-term, the HSCP has identified a range of immediate actions required to ensure organisational stability and preparedness for the winter period.



- 5.3 The Chief Officer, along with the Chief Finance Officer and the Legal Monitoring Officer within Business Services of the Council have been consulted in the preparation of this report and their comments have been incorporated within the report.

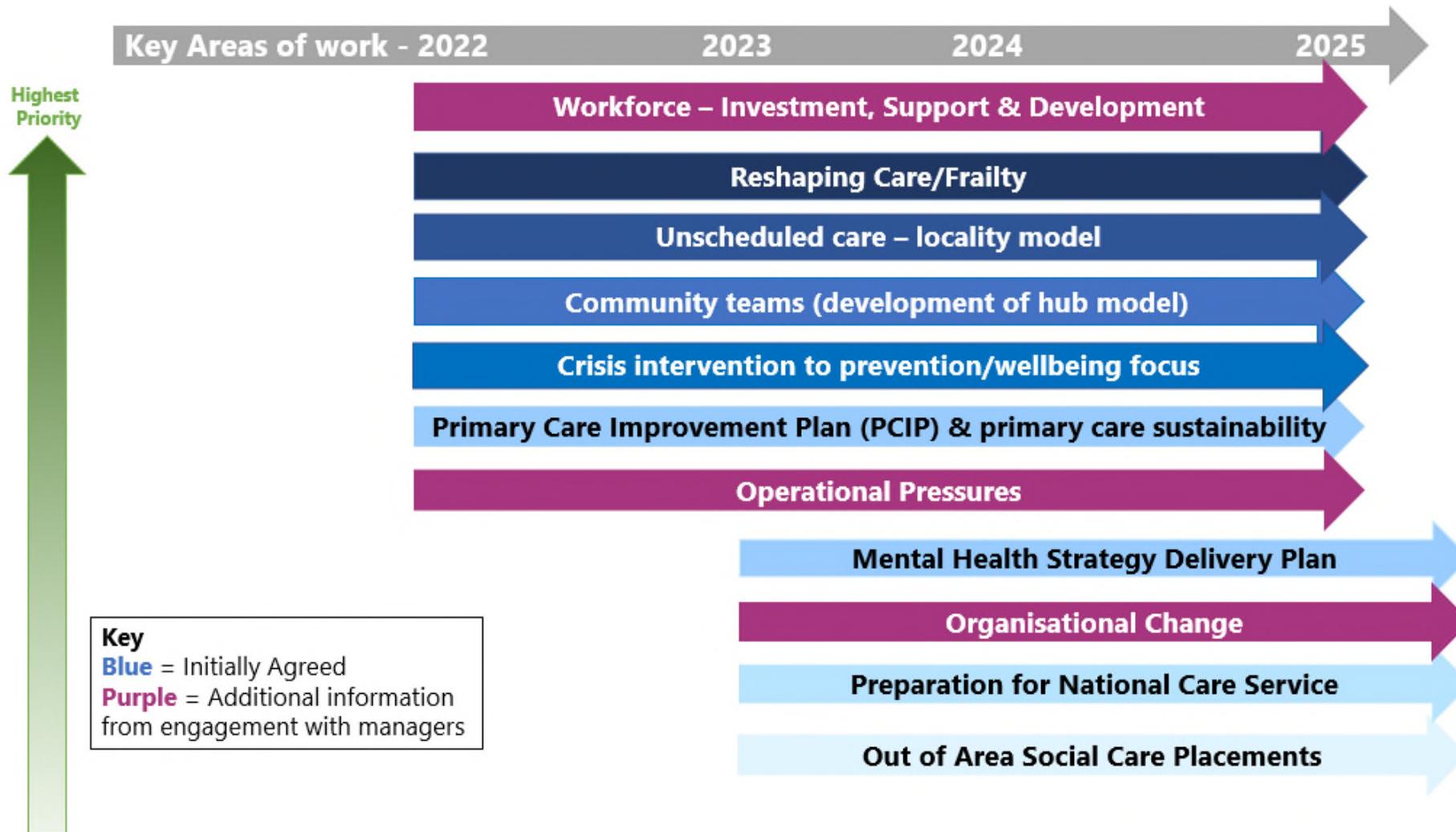
## **6 Equalities, Staffing and Financial Implications**

- 6.1 A high level Equalities Impact Assessment was completed for the Strategic Plan 2020-2025. Potential impacts of this high level multi-faceted strategic plan have been considered. Implementation of aspects of the strategic plan could result in unintended negative impacts on certain population groups.
- 6.2 To provide assurance each individual project delivering the priorities within the Strategic Plan will be required to complete an Integrated Impact Assessment. This will mitigate against potential negative impacts when designing the service improvements.
- 6.3 Financial and staffing outcomes and measurements will be determined on an individual project basis and scrutiny will be provided through the agreed governance structure.

**Pam Milliken**  
**Chief Officer**  
**Aberdeenshire Health and Social Care Partnership**

Report prepared by Alex Pirrie, Strategy and Transformation Manager  
Date: 01 August 2022

**APPENDIX 1 – SUMMARY OF OUTPUTS FROM HSCP STRATEGIC DELIVERY PLAN ENGAGEMENT SESSIONS**



**What are the key risks to delivery of these priorities?**



What are the enablers that will help us?	What areas will we work on?	What will we do?
<b>Workforce</b>	<ul style="list-style-type: none"> <li>• <b>Culture</b></li> <li>• <b>Teams</b></li> <li>• <b>Sustainability</b></li> <li>• <b>Recruitment</b></li> <li>• <b>Development</b></li> </ul>	<ul style="list-style-type: none"> <li>Champion our champions</li> <li>Acknowledging supporting &amp; thanking staff</li> <li>Empowering staff</li> <li>Encourage collaborative ways of working</li> <li>Provide clear direction</li> <li>Succession planning</li> <li>Ensure job security</li> <li>Think creatively – create flexible roles</li> <li>Allow protected development time</li> <li>Improve skill mix in frontline staff</li> </ul>
<b>Organisational Change</b>	<ul style="list-style-type: none"> <li>• <b>Partnerships</b></li> <li>• <b>Development</b></li> <li>• <b>Leadership</b></li> <li>• <b>IT solutions</b></li> </ul>	<ul style="list-style-type: none"> <li>Foster joint working with educational bodies</li> <li>Continue building links with 3<sup>rd</sup> sector</li> <li>Place based approach</li> <li>Commission flexible outcome focused services</li> <li>Encourage compassionate leadership</li> <li>Set achievable goals &amp; realistic workloads</li> <li>Work on joining up IT systems</li> <li>Invest in virtual solutions</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• <b>Raise awareness</b></li> </ul>	<ul style="list-style-type: none"> <li>Communicate with public realistic priorities &amp; manage expectations</li> <li>Use social media to highlight areas of good work</li> <li>Inform people about how they can look after their own health &amp; wellbeing</li> <li>Proactively promote benefits of working for the HSCP</li> </ul>