



REPORT TO: MORAY INTEGRATION JOINT BOARD ON 29 JUNE 2023

SUBJECT: STRATEGIC TRANSFORMATION PLAN

BY: INTERIM STRATEGY AND PLANNING LEAD

1. REASON FOR REPORT

- 1.1. To inform the Board on the developments of the Strategic Delivery Plan 2023-2025

2. RECOMMENDATION

- 2.1. It is recommended that the Moray Integration Joint Board (MIJB) approve the MIJB Strategic Priorities and the plan for developing a Joint Strategic Needs Assessment.**

3. BACKGROUND

- 3.1. The Public Bodies (Joint Working) (Scotland) Act 2014 places a duty on Integrated Authorities to develop a Strategic Plan for delegated functions under their direction.
- 3.2. As reported to MIJB on 24 November 2023 (paragraph 13 of the minute refers) the revised strategic plan was approved, recognising that the health and social care landscape is complex and challenging but also offers great opportunity to innovate. The Plan continues to purposefully place an emphasis on prevention and early intervention with the aim of building resilience for individuals and communities. The Plan identifies key aims of the MIJB and directed Health and Social Care Moray (HSCM) to work closely with communities and key partners to reform the system of health and social care in Moray. In order to continue to forecast the future need and work with communities, MIJB Joint Strategic Needs Assessment (JSNA) is to be updated.
- 3.3. In order to deliver on the Plan, the creation of a delivery plan alongside the JSNA is under development to ascertain key areas of focus. The strategic delivery plan will be categorised into three areas:
- Transformation Projects
 - Improvement Projects
 - Business as Usual Projects

This report presents the strategic transformation priorities for MIJB, whilst showcasing key Improvement priorities.

4. KEY MATTERS RELEVANT TO RECOMMENDATION

Joint Strategic Needs Assessment (JSNA)

- 4.1. The purpose of a JSNA is to ensure that plans are based on robust understanding of the current and predicted future needs of local populations. The JSNA inform and guide the commissioning and delivery of health, wellbeing and social care services in order to live well for longer, and be as community led/focussed as possible. Morays JSNA aims to be completed by December 2023, with a steering group being established to take this work forward.

Transformation Priorities

- 4.2. Services have struggled to keep pace with the demographic pressures, the changing burden of disease, and rising patient and public expectations. To achieve the balance of “enabling wellness” whilst “responding to illness”, transformation of our health and care system is vital. Traditional models of care appear to be outdated at a time when society and technologies are evolving rapidly and are changing the way citizens interact with service providers. Care still relies heavily on individual expertise and expensive professional input, when we know that citizens want to play a much more active role in their care and treatment.
- 4.3. A bold approach is needed to bring innovative models that are appropriate to the needs of the population and are high quality, sustainable and offer value for money. Therefore, with support from the Strategic Planning and Commissioning Group, the following five transformation priorities have been identified as a focus for Health and Social Care Moray (HSCM) and the wider Moray Portfolio: These include the five living labs as part of the Moray Growth Deal.

Improvement Priorities

- 4.4. This is an area still under development. However, it is worth highlighting that the frailty pathway was identified as an improvement priority for HSCM with the aim to better identify frailty, with a proactive move to upstream care. This programme is a 18-month project with the expectation of:
 - Learning sessions to share and spread learning.
 - Quality improvement coaching to support services with improvement plans.
 - Data and measurement coaching to support services track whether changes lead to improvements.
 - Support to engage people with lived experience, their families, carers in service improvements.
 - Develop evidence-based tools and resources.
- 4.5. Additional to this the Primary Care Improvement Plan continues to be delivered with dedicated support. These improvement priorities will contribute to the aims of Moray Council, The NHS Grampian Plan for the Future, and the Community Planning Partnership, and aims to provide an integrated health and social care service, setting out digital transformation and improvements for the Partnership. This in turn becomes a driver in the way we allocate resources effectively, to fully integrate services, in pursuit of national and local outcomes.

4.6. Given the timing of the development of the JSNA and in turn delivery plan, alongside each transformation and improvement priority will be an action plan with defined indicators to measure impact along with the voices of Moray's citizens.

4.7. In summary the priorities for HSCM are:

- Transformation priority 1 - Supported self-management
- Transformation priority 2 - Long term condition management
- Transformation priority 3 - Care in place
- Transformation priority 4 - Smarter Homes/ Smarter Communities
- Transformation priority 5 - Mental wellbeing
- Improvement priority 1 – Primary Care Improvement Plan
- Improvement priority 2 – Frailty Pathway

5. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Plan “Moray Partners in Care 2022 - 2032”

The Plan underpins the named plans and replaces the MIJB 2019-2029 Partners in Care Plan.

(b) Policy and Legal

The implementation of recommendations made in this report will ensure that the MIJB complies with legal requirements.

(c) Financial implications

Pivotal to the effective delivery of the Strategic Plan are the financial resources available to the MIJB. To assist with the planning process, a medium term Financial Framework was approved at the MIJB meeting on 31 March 2022 (para 8 of the Minutes refers)

(d) Risk Implications and Mitigation

Risk will be highlighted through the Strategic Risk register and monitored through the Audit Performance and Risk Committee.

(e) Staffing Implications

As with any transformation and change plan there are implications for staff in how they go about their work and how supported they are within a pressured and changing picture. Staff Side, Unions and Human Resources will be working alongside the Senior Management Team in delivering change observing the associated policy and procedures of the Council and NHS.

(f) Property

There are no direct property implications however, through the innovative work by DHI, this may produce digital assets which may need to be considered as the projects develop.

(g) Equalities/Socio Economic Impact

An EIA will be completed for each project.

(h) Climate Change and Biodiversity Impacts

Climate change is recognised within the Plan and is supported through the partners' plans, NHS Grampian Plan for the Future.

(i) Directions

None

(j) Consultations

The following have been consulted and agreed with the report where it relates to their area of responsibility: Senior Management Team.

6. CONCLUSION

6.1. HSCM transformation priorities seek to radically change the delivery system and demonstrates HSCM's serious attention to implementing change.

6.2. Attitudes towards risk-taking need to change to support the transformation of the system and to actively encourage tests of change. The transformation priorities have a significant focus of moving digital transformation into practice.

6.3. Further updates will be provided as the development of the delivery plan continues at pace.

Author of Report: Carmen Gillies

Background Papers:

Ref: