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**REPORT TO: MORAY INTEGRATION JOINT BOARD ON 30 JANUARY 2020**

**SUBJECT: CHIEF OFFICER'S OPERATIONAL RESPONSIBILITIES UPDATE**

**BY: CHIEF OFFICER**

**1. REASON FOR REPORT**

- 1.1 To provide the Board with an update on the operational responsibilities of the Chief Officer.

**2. RECOMMENDATION**

- 2.1 **It is recommended that the Moray Integration Joint Board (MIJB) consider and note the progress to date in relation to the Chief Officer's responsibilities as outlined in this report.**

**3. BACKGROUND**

- 3.1 Moray Council (MC) and NHS Grampian (NHSG) are responsible for operational delivery of integrated services for over 18's in implementation of MIJB directions.
- 3.2 However, in terms of Section 5.7 of the Health and Social Care Integration Scheme for Moray, MIJB will "through the Chief Officer, have an appropriate role in the operational delivery of services" by MC and NHSG. This was seen as an important means of achieving closer integration of delegated services. This role is not to displace MC/NHSG responsibilities for complying with directions and their governance arrangements to manage risk regarding service delivery.
- 3.3 Section 10.3 of the Health and Social Care Integration Scheme for Moray provides that:

"The Chief Officer will be responsible for the operational management of integrated services, other than the health services listed in Annex 4 or the services hosted by another integration authority. Further arrangements in relation to the Chief Officer's responsibilities for operational management and

strategic planning will be set out in a separate document, which the MIJB shall consider for approval and which it may amend.”

- 3.4 At the meeting on 10 November 2016, the Board agreed the scope of the Chief Officer’s operational responsibilities for: integrated health and social care services delivered by MC and NHSG; strategic planning for integrated health and social care services; integrated health and social care services hosted by MIJB (strategic planning and operational oversight), Primary Care Out of Hours Service (GMED) and Primary Care Contracts; NHS Community Health Services for under 18’s; integrated hospital services; and some other more general matters to aid the operation of MIJB. (Para 6 of the Minute refers).
- 3.5 In August 2018, NHS Grampian asked the Chief Officer, as an interim measure, to take an overview of the line management of Dr Gray’s Hospital discussions with the Chief Executive of NHSG and the desire to ensure positive connections locally with the Health and Social Care Partnership and the Community, given the significant role this hospital plays. In relation to unscheduled care, delegated for strategic planning purposes in the legislation to the MIJB, it makes good sense that there is coherent and integrated management locally across the health and care system. This new arrangement is therefore favoured as an approach to strengthen the local leadership and assist decision making.
- 3.6 At the meeting on 29 November 2018, the Board approved additions to the Chief Officer’s operational responsibilities with a request for further review in 12 months of the impact on the Chief Officer workload (para 9 of the minute refers).

#### **4. KEY MATTERS RELEVANT TO RECOMMENDATION**

- 4.1 The additions to the Chief Officer workload in November 2018 were focussed around Dr Gray’s hospital services. As described in the amended Chief Officer responsibilities “The Dr Gray’s Hospital Manager and Clinical Director will report into the Chief Officer of the Health and Social Care Partnership. In line with good governance arrangements and Dr Gray’s Hospital will continue to provide assurance on performance via the existing acute sector mechanisms of NHSG already established”. The amendments were in relation to strengthening relationships to support the strategic transformation of service provision across the whole system.
- 4.2 Over the past year since this change was implemented there have been 4 key areas of focus:
- Executive Leadership
  - Management Arrangements including good governance
  - Transformation
  - Specific focus on the ongoing significant challenge of Women and Childrens Services in Moray
- 4.3 The executive leadership role initially was considerably challenged by the continuous operational challenges arising on a daily basis with capacity

issues in the management and clinical leadership team evident. Significant progress has been made with this and additional senior leadership deployed to support the change and the Chief Officer in the discharge of her role.

- 4.4 A new management structure has been signed off and is being implemented following organisational policy. This brings strong local professional and managerial leadership and management to the hospital. The lines of accountability clarified and the relationships with the wider Grampian system are set out in an associated document.
- 4.5 The Transformation Board has been established with the task of setting out the range of services to be available at Dr Gray's Hospital as a small Acute Hospital with the acknowledgement of the expectation of ongoing delivery of care and treatment for the people of Moray and as a key contributor to the North of Scotland arrangements for elective care. The Board is co-chaired by Paul Bachoo, Acute Sector Medical Director and the Chief Officer, support for the board is provided by NHSG and it is also connected to the Strategic Planning and Commissioning Group of the MIJB.
- 4.6 The profile of women and children services remains high, the childrens aspect has progressed well and the final aspects of recruitment due to conclude in February 2020. The Womens services has experienced significant challenges and work continues to progress this to conclusion.
- 4.7 The workload of the Chief Officer has been considerable however the additional resources deployed in acknowledgement of this has made a significant difference, allowing the Chief Officer to function in the Executive Leadership role more effectively.
- 4.8 The connection of Dr Gray's Hospital into the local system remains important and the system being established is starting to show signs of positive outcomes, seeking to maximise the potential of the health and care system.

## **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 2019 – 2029"**

The Chief Officer's operational role and work will support delivery of the Board's Strategic Plan and integrated working.

### **(b) Policy and Legal**

Setting out and agreeing the Chief Officer's operational responsibilities for integrated services complies with the requirements of the Integration Scheme as set out within this report. Setting out and agreeing the Chief Officer's operational responsibilities for hosted services supports MIJB in meeting its responsibilities to the other Grampian IJB's.

**(c) Financial implications**

None arising from this report.

**(d) Risk Implications and Mitigation**

It is important to set out clearly the operational responsibilities of the Chief Officer to ensure the smooth running of all aspects of integrated and hosted business.

The Chief Officer's role does not displace MC/NHSG responsibilities for complying with directions and their governance arrangements to manage risk regarding integrated service delivery.

**(e) Staffing Implications**

The Chief Officer is employed by NHS Grampian and is seconded to the Board. Setting out the detail of the Chief Officer's operational responsibilities for services brings clarity to these arrangements.

**(f) Property**

None arising from this report.

**(g) Equalities/Socio Economic Impact**

An Equalities impact assessment is not required as there are no changes to policy in this report.

**(h) Consultations**

Consultation on this report has taken place with Caroline Howie, Committee Services Officer, Moray Council; Chief Executive and NHS Grampian Chief Executive who are in agreement with the report where it relates to their area of responsibility.

**6. CONCLUSION**

**6.1 The Board is asked to consider this update on the Chief Officer's operational responsibilities.**

Author of Report: Pam Dudek, Chief Officer

Background Papers: with author

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