



REPORT TO: MORAY INTEGRATION JOINT BOARD ON 24 SEPTEMBER 2020

SUBJECT: CHIEF OFFICER REPORT

BY: INTERIM CHIEF OFFICER

1. REASON FOR REPORT

- 1.1 To inform the Board of the Interim Chief Officer activities that support the delivery against the Board's strategic priorities articulated in the Strategic Plan, and the delivery against the 9 Health and Wellbeing outcomes. Key work for the Partnership includes the implementation of Home First, alongside preparations for winter and budget control.

2. RECOMMENDATION

- 2.1. It is recommended that the Moray Integration Joint Board (MIJB):**

- i) Note and comment on the content of the report; and**
- ii) Agree that transforming services to meet the aspirations of the MIJB's Strategic Plan remains a priority.**

3. BACKGROUND

Operation Home First

- 3.1 Responding to Covid-19 has brought about rapid change, fast tracking many of the plans that had been under development in line with our Strategic Plan. The reduction of delayed discharges and the increased use of technology for consultations are two examples, where we had aspirations but the pace was slow.
- 3.2 The strong relationships that exist in North East Scotland between key partners has enabled a swift and cohesive set of responses to how services have been delivered, and challenges met. Whole system leadership has built the common approach, with rapid and decisive decision making within the limits of delegated authority.

3.3 As we approached the recovery and renewal phase, it was really important that the gains from the previous response phase were not lost, and Operation Home First encapsulates the joint working between the 3 health and social care partnerships and acute services.

3.4 The Home First principles include:

- Building on the initial response
- Maintaining agile thinking and decision making
- Retaining our ability to respond to Covid-19 related demand, and winter surges in demand
- Using a home first approach for all care where that is safe to do so
- Utilising available technology to widen and ease access to services
- Avoidance of admission
- Removing delays for discharge from hospital
- Maintaining safe services for those shielding
- Removing barriers between primary and secondary care, with as much care as possible in communities

3.5 Work is being co-ordinated and driven by the 3 health and social care partnerships and acute services, with a local programme of work in Moray sitting within that framework, supported by local clinicians, practitioners and managers. We were keen that locally Children's Social Work Services were included in the Home First approach, with the framework supporting the efforts to improve outcomes particularly for looked after children.

3.6 Key performance indicators and data to identify the impacts of change will be developed and used to demonstrate progress in all the areas of work. A commission has been developed by the Chief Officers, with staff resources to be funded through the NHS Grampian remobilisation plan.

3.7 The pace of implementation needs to remain rapid. We are not far off from the start of winter, and we are already seeing pressures in our local system. Delayed discharges have been on the rise, with demand for new care packages and support to individuals with complexity of need. Our clinicians and practitioners are driving forward with the redesign of pathways which will enable more people to remain in their own homes, and to be less dependent on services. The alignment of resources with common purpose is key.

Winter Planning

3.8 The Health and Social Care Partnership is contributing to the NHS Grampian winter plan, and ensuring that our local planning fits the Moray context and is cognisant of lessons learned from previous winters. The planning will also need to meet the aspirations of the Remobilisation Plan which is being led by NHS Grampian.

Budget Control

3.9 Transformational change that meets the test of quality and safety must also be efficient, making the best use of available resources. The senior management team in the Health and Social Care Partnership are meeting regularly to review spend and monitor the 20/21 savings plan and to track progress on transformational redesign so that corrective action can be

supported. Wide staff engagement to support this agenda is really important and the senior management team will look at how we can achieve that more effectively over the coming weeks.

4. KEY MATTERS RELEVANT TO RECOMMENDATION

- 4.1 We remain in a pandemic response phase, and must be ready to step up quickly where that is required. In parallel, there is the opportunity to accelerate work to achieve the MIJB ambitions as set out in the Strategic Plan, and Home First is the programme designed to do that.
- 4.2 The challenges of finance have not gone away, and the underlying deficit must be reduced. Funding partners are unlikely to have the ability to cover overspends going forwards. Remobilisation Plan funding will only cover additional expenditure, and the Partnership faces a potentially difficult winter.
- 4.3 Transformational change, or redesign, that provides quality and safe services, whilst bringing more efficient ways of operating, will be the focus for the senior management team as the route to operating within a finite budget, while meeting the health and care needs of the Moray population.

5. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Plan 2019 – 2029, ‘Moray Partners in Care’

Working with our partners to support people so they can cope with, and where possible, overcome the health and wellbeing challenges they may face.

Ensuring that the right care is provided at the right place at the right time when people are in need. Ensuring that our systems are as simple and efficient as possible.

(b) Policy and Legal

The Interim Chief Officer continues to operate within the appropriate level of delegated authority, ensuring that the MIJB is sighted on key issues at the earliest opportunity, and continues to influence and agree the strategic direction.

(c) Financial implications

There are no financial implications arising directly from this report. Our Remobilisation Plan was approved, and the Chief Financial Officer reports regularly on actual costs and variations to plan to ensure that the Scottish Government are sighted on additional costs arising from Covid-19.

The key drive of Operation Home First is to secure quality and capacity. More efficient ways of working will cost less, allowing re-investment in services. There is a link between the aspirations of Home First and the set-aside, and also the potential to shift planned hospital outpatient activity to community

settings. Staff and or finance will need to follow the patient in order to adequately resource the community setting.

(d) Risk Implications and Mitigation

The risk of not redesigning services will mean that Health and Social Care Moray (HSCM) cannot respond adequately to future demands.

(e) Staffing Implications

Staff remains the organisation's greatest asset, and we must continue to engage with all sectors to ensure full involvement, which will create the best solutions to the challenges we face.

(f) Property

There are no issues arising directly from this report.

(g) Equalities/Socio Economic Impact

Any proposed permanent change to service delivery will need to be impact assessed to ensure that we are not disadvantaging any section of our community.

HSCM will continue to work closely with all our partners to ensure that we contribute to the health and well-being of the community and support the recovery phase of the Covid-19 pandemic.

(h) Consultations

Any major service change will be subject to proper consultation. There are no direct implications arising from this report.

6. CONCLUSION

- 6.1 The MIJB are asked to acknowledge the significant efforts of staff, across in-house providers, externally commissioned services, the Independent and Third Sector, who are supporting the response to the Covid-19 pandemic, and the drive to create resilience and sustainability through positive change.**

Author of Report: Simon Bokor-Ingram, Interim Chief Officer