



REPORT TO: MORAY INTEGRATION JOINT BOARD ON 28 SEPTEMBER 2023

SUBJECT: NHS GRAMPIAN THREE YEAR DELIVERY PLAN 2023-2026

BY: CHIEF OFFICER, HEALTH AND SOCIAL CARE MORAY

1. REASON FOR REPORT

1.1. The purpose of the report is to inform the Board of the linkages with the NHS Grampian Three Year Delivery Plan (2023-2026) and the compatibility with the Moray Integration Joint Board's strategic aims and objectives, and to promote the partnership working necessary to achieve improved health and well-being for the population of Moray and the wider Grampian region.

2. RECOMMENDATION

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

- i) Considers and notes the priorities set out within the NHS Grampian Three Year Delivery Plan (2023-2026) for the period up to March 2026;**
- ii) Considers and notes the arrangements for reporting on progress of the NHS Grampian Delivery Plan as complementary to existing MIJB reporting; and**
- iii) Agrees that the MIJB can continue to support the NHS Grampian Delivery Plan priorities through the local work in Moray of the MIJB.**

3. BACKGROUND

3.1. NHS Grampian has a contract with the Scottish Government to have a Chief Executive Team and Board 'owned' Delivery Plan. This sets out how NHS Grampian Board, working in partnership with the three Health and Social Care Partnerships (HSCPs), colleagues, citizens, communities, and partners (including the third sector) will make progress against the vision and strategic priorities as set out in the Plan for the Future 2022-28 <https://www.nhsgrampian.org/planforthefuture> , along with responding to key priorities set out by the Scottish Government in commissioning guidance received in February 2023.

3.2. Following on from the commitment to support collaborative strategic planning agreed at the meeting of the Board on 30 March 2023 (paragraph 9 of the minute refers), the NHS delivery plan evidences the joint working through a high degree of coherence between NHS Grampian’s Plan for the Future, MIJB’s Strategic Plan (“Partners in Care”) and Moray Council’s Local Outcome Improvement Plan (LOIP). Colleagues from all three Health and Social Care Partnerships (HSCPs) have been closely linked into the development work for the NHS Grampian Delivery Plan, ensuring that this reflects existing work without committing the HSCPs to additional or incongruent activity.

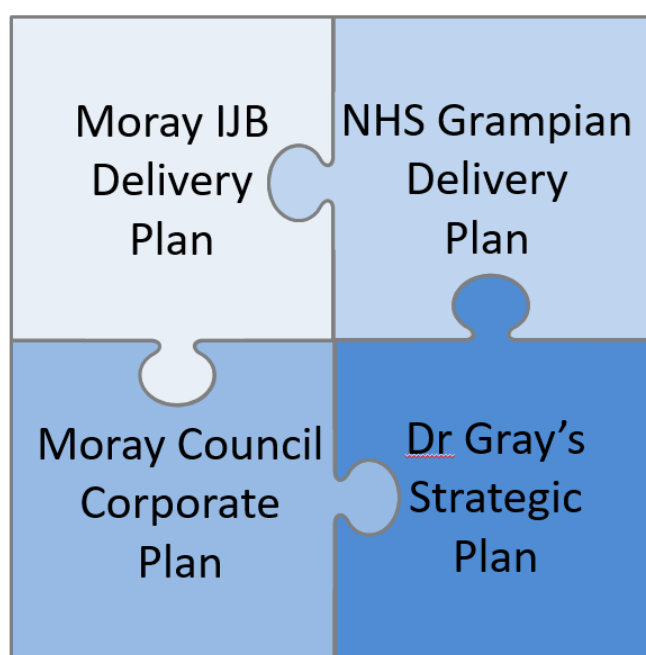
3.3. The Scottish Government’s recovery and renewal priorities for 2023-2026 cover several areas, such as primary and community care, mental health services, workforce, health inequalities and climate change, which the IJBs are either fully responsible for delivering or have a shared role with NHS Grampian and other partners. This is set out in more detail in the ‘accountability’ diagram contained within the Delivery Plan document and included at the end of this paper. Specific examples of commonality between these priorities and the MIJB Strategic Plan are shown below.

NHS Grampian Delivery Plan	Moray Strategic Plan
Primary Care	<ul style="list-style-type: none"> • Delivery of Primary Care Improvement Plan • Creating capacity and improving patient experience • Develop future Vision for Primary Care
Community Care	<ul style="list-style-type: none"> • Pathway Reviews – Delayed Discharges, Frailty – ensuring services are more accessible and co-ordinated • Commissioning and Procurement Workplan
Mental Health	<ul style="list-style-type: none"> • Good Mental Health for All Strategy
Urgent and unscheduled Care	<ul style="list-style-type: none"> • Reducing the impact on unscheduled care through Home Pathways by creating alternatives to admission (CTAC, digital solutions, Risk Assessed Care, Hospital at Home) and increasing discharge options (Hospital at Home, Discharge to Assess, START) through whole system approach to achieving Delayed Discharge plan • Support for Unpaid Carers
Workforce	<ul style="list-style-type: none"> • Development and delivery of our Workforce Plan including a focus on recruitment and retention and staff health and wellbeing
Health Inequalities	<ul style="list-style-type: none"> • Prevention and tackling Inequalities - joint delivery of the poverty strategy and mental health and wellbeing through third sector collaboration (making recovery real partnership)

	<ul style="list-style-type: none"> We nurture and are part of communities that care for each other – addressing the wider determinants of health (e.g. ensuring appropriate housing for those with complex needs and disabilities), developing relationships with our communities through locality networks and train our workforce in trauma informed practice.
Climate Change	<ul style="list-style-type: none"> Embed consideration of the impact of Climate Change in health and social care planning and business continuity aiming to reduce our carbon footprint and deliver on our net zero emissions

A key action within the NHS Grampian Delivery Plan is the implementation of phase 1 of the Dr Gray’s Strategic Plan, which focuses on:

- Development of networked services and agreeing how this will be achieved;
- Increasing the retention and recruitment of highly valued staff with appropriate skills;
- Joint planning with both NHS Highland and other partners such as NHS Education for Scotland; and
- Implementing year one of the Moray Maternity Services Plan for Model 6 in collaboration with NHS Highland.



4. KEY MATTERS RELEVANT TO RECOMMENDATION

4.1. The initial draft of the Delivery Plan was submitted to the Scottish Government on 19 June 2023. Positive feedback was received on the narrative Delivery Plan, with no fundamental or structural amendments needed and a confirmation letter of sign off received 18 August 2023. The rest of the feedback was largely

framed around the 10 recovery priorities and focused on the deliverables for 2023-24, seeking clarity on the next level of operational detail. Where this feedback related to areas that the IJBs are solely accountable for (such as primary and community care; MAT standards; etc.), the response highlighted the relevant IJB plans that these actions can be found in and the performance reporting mechanisms already in place, to avoid dual reporting. Reporting against these areas will be incorporated within the IJB's quarterly strategic delivery plan performance reports. The Scottish Government did not include social care sustainability within the NHS commissioning guidance this year, therefore this will remain reported as normal via IJBs, again as part of the quarterly strategic delivery plan performance reports.

- 4.2 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 is included at Appendix 1 of **Appendix A**. 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.
- 4.3 The final Three Year Delivery Plan was endorsed by the NHS Grampian Board at the meeting on 3 August 2023 and the narrative can be found at **Appendix A** to this report and the summary at **Appendix B**. Progress on the plan will be reported quarterly to the Grampian NHS Board and to Scottish Government. Health and Social Care Moray (HSCM) will contribute to these progress reports as required in relation to actions specific to them. HSCM's contribution to the reporting will be in line with their reporting cycle to Audit, Performance and Risk Committee.
- 4.4 A summary version of NHS Grampian's Delivery Plan has also 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 across NHS Grampian and the three HSCPs who attended specific staff focus groups to ensure it is accessible, meaningful and the key messages are easily understood.

5 SUMMARY OF IMPLICATIONS

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

Implications as described in previous sections. The NHS Grampian Delivery Plan has been developed as complementary to the Moray Strategic Plan and performance reporting arrangements will be in line with IJB reporting arrangements already in place.

(b) Policy and Legal

The development of the NHSG Delivery Plan satisfies the requirements of the contract NHS Grampian has with the Scottish Government. There are no direct legal implications for Moray IJB arising from the recommendations of this report.

(c) Financial implications

The NHS Grampian Delivery Plan will be delivered within existing budgets and there are no direct financial implications for Moray IJB arising from the recommendations of this report.

(d) Risk Implications and Mitigation

NHS Grampian operates within a complex contemporary environment and is influenced by variable internal and external factors. To support the success and effectiveness of NHS Grampian's service delivery and governance arrangements, an enterprise risk management approach is adopted, which seeks to uniformly manage the organisation's strategic and operational risks in a proactive manner.

Risks to the fulfilment of the Three Year Delivery Plan's objectives have been identified, with several associated links to NHS Grampian's strategic risks.

For more information on NHS Grampian Risk Management, please see: https://www.nhsgrampian.org/about-us/planforthefuture/how-we-will-do-it/who-will-support-our-journey/strategic_risk/

HSCM's contribution to NHSG's Delivery Plan is completely aligned to existing work in their own Delivery Plan. The activities there are variously linked to all seven of the risks in the IJB's Strategic Risk Register. These risks are regularly monitored and managed through the Risk Management Programme and subject to a minimum of an annual review by the IJB.

(e) Staffing Implications

The premise of the NHS Grampian Delivery Plan is that delivery will be within defined budgetary parameters, which require savings year on year. Workforce redesign will be necessary to maintain delivery and recruitment and retention are risks to this delivery.

(f) Property

The infrastructure requirements for Dr Gray's are monitored through the Dr Grays Strategic Plan. The NHS Grampian Delivery Plan will be delivered through the existing infrastructure and property available.

(g) Equalities/Socio Economic Impact

An Equality Impact Assessment (including assessment against Fairer Scotland Duty) has been undertaken in line with NHS Grampian's statutory obligations. These were included as part of the submission to the Grampian NHS Board on 3 August 2023 and are available publicly.

(h) Climate Change and Biodiversity Impacts

NHS Grampian have a legislative requirement to deliver a net zero carbon service across our infrastructure, requiring emphasis not just on buildings but on the way we contribute towards a circular economy – reducing, reusing and recycling. NHS Grampian travel policies, healthcare practices, use of buildings and supporting change in communities are all part of the bigger shift towards sustainability. The vision of the proposed NHS Scotland Climate Emergency and Sustainability Strategy is of a comprehensive set of measures designed

to reduce global warming and its impact on the climate and human health and health services whilst maintaining a focus on the provision of equitable health care to the people of Scotland. The underpinning values behind the strategy are those of an enlightened concern for the environment whilst improving the health and wellbeing of communities and reducing health inequalities through the exercise of corporate social responsibility.

(i) Directions

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

(j) Consultations

HSCM Senior Management Team and NHS Grampian Planning Team have been consulted.

6 CONCLUSION

6.1 The NHS Grampian Delivery Plan is a key document which articulates delivery over the next three years. Partnership working is at the core of this Delivery Plan, and MIJB is a critical stakeholder is supporting that delivery.

Author of Report: Jenna Young, Planning Manager, NHS Grampian
Background Papers:
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