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**REPORT TO: MORAY INTEGRATION JOINT BOARD ON 31 MARCH 2022**

**SUBJECT: DEVELOPING THE STRATEGIC PLAN 2022-2032 FOR HEALTH AND CARE IN MORAY**

**BY: INTERIM STRATEGY AND PLANNING LEAD**

**1. REASON FOR REPORT**

- 1.1. To seek approval from the Board for the strategy for health and care in Moray to be refreshed, and to broaden the parameters to include all elements of health and care that include functions not delegated to the Board.

**2. RECOMMENDATION**

- 2.1. It is recommended that the Moray Integration Joint Board (MIJB) consider and approve the proposed parameters and timescale to take forward a review of Moray's Health and Social Care Strategic Plan 2022 - 2032**

**3. BACKGROUND**

- 3.1. The Public Bodies (Joint Working) (Scotland) Act 2014 put in place the framework for integrating health and social care. The Act places a duty on Integration Authorities to create a Strategic Plan for the integrated functions and budgets they control and requires a review of the Strategic Plan every 3 years.
- 3.2. The MIJB is required under the legislation to have in place an established Strategic Planning and Commissioning Group which must be involved in all stages of developing and reviewing plans. The Act prescribes certain groups/persons that must be represented in the membership of this group which places a responsibility on MIJB to consult widely on the development of the Strategic Plan ensuring the health and social care services that are commissioned are in the best interests of the local population.
- 3.3. Health and Social Care Moray (HSCM) produced its first Strategic Plan in 2016, setting out how to improve the health and wellbeing of adults in Moray and deliver on the 9 National Health and Wellbeing core indicators set out by the Scottish Government. The Plan identified 6 key strategic outcomes and a wide range of improvement actions to be implemented over a time frame of 1 to 3 years.
- 3.4. Following a review of the Strategic plan in 2019 by MIJB and through external consultation of the themes and priorities, the Plan purposefully placed an emphasis on prevention and early intervention with the aim of building

resilience for individuals within communities. The Plan identified key aims of the MIJB and directed HSCM to work closely with communities and key partners to reform the system of health and care in Moray. Ensuring the Plan is sustainable in the future and is able to respond to the presenting needs of the population. The 2019 Strategic Plan introduced 3 themes:

- Theme 1: Building Resilience
- Theme 2: Home First
- Theme 3: Partners in Care

3.5. It is recognised that progress has been made against the three strategic themes and the review of the new Plan will be developed with an emphasis on building on what has already been achieved, increased alignment with budgets, a clear demonstration of the alignment with locality plans and a vision that reflects where the Partnership wants to be over a time period of 2022-2032.

### **Dr Gray's**

- 3.6. In 2018, NHS Grampian approved the Moray Chief Officer for Health and Social Care to take an executive leadership role of Dr Gray's Hospital, as an interim position. 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, 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 services across the whole health and care system.
- 3.7. Bridging the gap between Health and Social Care through the management arrangements for Dr Gray's aided the commitment and dedication to develop a Moray Portfolio Senior Management Team to connect the whole system and unite as one team. This integrated Management Team supports a whole systems approach when focusing on the delivery of Morays three strategic themes.
- 3.8. The recent review of the maternity service at Dr Gray's referenced the need to define the future shape of service delivery at the hospital. A key strand of the work in developing the Plan will be creating the vision for Dr Gray's Hospital so its position in Moray and the North East of Scotland is clear. That clarity is incredibly important for the public and our workforce, and will place Dr Gray's in a stronger position, where current uncertainty is having a negative impacts on recruitment.
- 3.9. Whilst the set aside functions in D Gray's are delegated to the MIJB, much of the activity on the site is not delegated. However, with the new Portfolio arrangements and the wide recognition that Dr Gray's does not function in isolation, placing Dr Gray's in the MIJB Plan will strengthen not just Dr Gray's position but the totality of the health and care offer to our community, and reflects the opportunity that the Portfolio arrangement brings at a management level.

## **Children and Families and Criminal Justice**

- 3.10 Work is underway to progress consideration of the formal delegation of Children and Families Social Work and Criminal Justice, which has highlighted the potential opportunity to align strategic planning as a whole systems approach. The Chief Social worker and Head of Service for Children's services have recommended that professional alignment between adults and children social work would improve Moray's strategic planning in several key areas, including substance misuse and mental health work, transitions for children and young people with disabilities. It would also create opportunities for efficiencies and allow a more coherent professional development across the social work workforce.

### **Moray Portfolio**

- 3.11 The Plan will need to reference the wider Moray portfolio which includes of Dr Gray's Hospital and the potential delegation of Children and Families Social Work and Criminal Justice. The Plan will reference how this creates a whole system approach to achieving better outcomes for Moray's citizens.

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

- 4.1. The Plan will need to consider not only the experiences and impact of Covid-19 but also recognise the need to shift the paradigm of health and social care support to one underpinned by a human rights-based approach.
- 4.2. The Plan will take account of the work that will need to be done to integrate the NHS Grampian Plan for the Future into strategic and locality planning. The Plan will also link with Morays Community Planning Partnership and the Housing Contributions statement, reflecting shared outcomes and priorities.
- 4.3. Proposal for the development of the Strategic Plan 2022 – 2032
1. Strategic Planning and Commissioning Group to lead on the development of the Plan.
  2. Build on the work and direction of the 2019-2029 Strategic Plan "Partners in Care".
  3. Plan to continue to be informed by the 2019 Joint Strategic Needs Assessment and locality planning profiles. Ownership of the new Strategic Plan will be reflected through the engagement and consultation with communities in conjunction with the development on the locality plans for Moray where appropriate.
  4. A revised Medium Term Financial Framework covering a five year period that will align to the Strategic Plan
  5. Vision for the Partnership over the next 10 years to be included in the Plan.
  6. Use the Scottish Approach to Service Design (SAAtSD) methodology to facilitate the new the Plan
  7. MIJB to provide guidance over the 6 months, to consider involvement in preparation of the draft, and approve final version of the strategy.

8. Stages with timescales laid out in the 'Delivery Plan' to be followed (see **Appendix 1**).
9. Consultation and engagement with communities provide a key mechanism by which "We Asked' "You Said' We Did" approach which shapes the future for Moray's health and social care priorities (**see Appendix 2**)

## **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"**

These documents underpin the intentions of the new Moray Partners for Care Plan 2022-2032

**(b) Policy and Legal**

This report will ensure that MIJB complies with legal requirements.

**(c) Financial implications**

There are no direct financial implications with this report. However, integral to the effective delivery of the strategic plan are the financial resources available to MIJB. To assist in the planning process, the Medium-Term Financial Framework will be reviewed to ensure it can support delivery of the Strategic Plan.

**(d) Risk Implications and Mitigation**

The MIJB strategic risk register is an active document and will be updated to align with identification of potential risks to the delivery of the revised plan.

**(e) Staffing Implications**

There are no staffing implications arising directly from this report. However, as with any development of a 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 landscape. Staff side, Unions and HR will be working alongside the Leadership team in delivering change observing the associated policies and procedures of the Council and NHS.

An organisational change group and joint workforce forum exists to support the implementation of the strategy.

**(f) Property**

There are no property implications arising directly from this report, however there is an infrastructure Programme Board that has the task of linking with the asset management arrangements of both NHS Grampian and Moray Council to ensure joined up approach in the estate and enable the priorities around infrastructure that supports transformation are coordinated and prioritised through formal routes.

The MIJB does not have these resources delegated and places reliance of the partner bodies processes.

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

An Equalities Impact Assessment is found in **Appendix 3**.

**(h) Climate Change and Biodiversity Impacts**

Digital platforms will be utilised where possible to reduce the need for printing hard copies of the draft plan.

**(i) Consultations**

Members of the Moray Portfolio Senior Management Team (including specifically the Chief Officer MIJB, Chief Social Work Officer MIJB; Chief Financial Officer MIJB, Corporate Manager, Interim Head of Children's and Families and Justice Social Work MIJB), Equal Opportunities Officer and Tracey Sutherland, Committee Services Officer Moray Council, have been consulted.

**6. CONCLUSION**

**6.1. It is recognised that the health and social care landscape has changed considerably since the last strategic plan and a refresh of the plan is essential to set the approach for the next 10 years. The Plan will set out clearly our aims and objectives to the public and our workforce, building on what has already been achieved.**

**6.2. This report includes a high-level action plan for the revision and updating of the Strategic Plan for 2022-2032**

Author of Report: Carmen Gillies Interim Planning and Strategy Lead

Background Papers:

Ref: