



REPORT TO: MORAY INTEGRATION JOINT BOARD ON 30 MARCH 2023

SUBJECT: STRATEGIC COMMISSIONING PLAN

BY: INTERIM STRATEGY & PLANNING LEAD

1. REASON FOR REPORT

- 1.1. To inform the Board on the collaborative strategic planning approaches to further enhance health and social care services.

2. RECOMMENDATION

- 2.1. **It is recommended that the Moray Integration Joint Board (MIJB) note the work being undertaken to support collaborative strategic planning.**

3. BACKGROUND

- 3.1. The Public Bodies (Joint Working) (Scotland) Act 2014 continues to be an enabler for greater collaboration between health and social care services with the overall aim to improve care and support for people who use services, their carers and their families. It does this by placing greater emphasis on joining up services and focussing on anticipatory and preventative care.
- 3.2. As a Moray Integration Joint Board we work together with our partner anchor organisations, including NHS Grampian (NHSG) and Moray Council (MC) to ensure the delivery of efficient, sustainable, integrated services. Whilst all partners have many individual responsibilities, there are many areas of shared responsibility which is key to achieving successful outcomes for Moray citizens.
- 3.3. The success of delivering any plan will only be possible with real and meaningful partnership working across all agencies in Moray and the wider Northeast network. Co-creating plans with citizens, colleagues and communities offers further opportunity for collaborative community participation, and engagement. This is achieved collectively by following the Scottish Community Development Centre for National Standards for Community Engagement: <https://www.scdc.org.uk/what/national-standards> and adopting the Scottish Approach to Service Design: <https://www.gov.scot/publications/the-scottish-approach-to-service-design/>

- 3.4. Whilst Moray Integration Joint Board has their own strategic plan, the development of the NHS Grampian Plan for the Future: <https://www.nhsgrampian.org/about-us/planforthefuture/> and Moray Council Corporate Plan: <http://www.moray.gov.uk/downloads/file119976.pdf> involved working closely with Health and Social Care Partnership (HSCP) colleagues to ensure all plans were consistent and aligned with Morays HSCP strategic outcomes.
- 3.5. Throughout the development process of the NHSG Plan for the Future and MC Corporate Plan, there has been considerable collaboration amongst the strategic planning leads across the system to continue improving coherence between the different organisations' strategies and plans.
- 3.6. Consistency and collaboration with Community Planning Partnerships (CPP) in the implementation and continued involvement of Local Outcome Improvement Plans (LOIP) continues to ensure that health and wellbeing is everyone's business, and to illustrate one example with supporting areas that impact health and wellbeing such as employment and housing.
- 3.7. It is recognised that a number of priorities (and metrics) within the current NHSG Delivery Plan, for example social care, substance use and primary care, does not sit within NHSG scope of responsibility and/or, there is a shared responsibility for overall delivery, particularly with the three Integration Joint Boards (IJBs), which supports the collaborative approach to shared planning. The priorities set out within the NHSG Delivery Plan have been taken from agreed Health and Social Care Partnership plans and included in response to the Scottish Government commissioning guidance. This demonstrates that shared commitment to joint working and improving outcomes for all.

4. KEY MATTERS RELEVANT TO RECOMMENDATION

What is Working Well

- 4.1. The newly formed Grampian Planners Collaborative, in the form of informal monthly meetings, includes planning leads from all three HSCPs as well as NHS Grampian's corporate planning team to support collaborative outcomes and peer support. Work is ongoing to understand what challenges and priorities we share with our partners, which is highlighted below showcasing the number of areas where there is a high level of coherence.
- 4.2. Joint actions through an integrated approach to service planning and redesign as a mechanism to support workforce through change, growth and transformation support the role of workforce planning in a collaborative setting. This is in the context of recognising unprecedented pressure on our colleagues, and the need to ensure they are safe, well and enabled to thrive through work, and that they are empowered to innovate and make their best contribution.

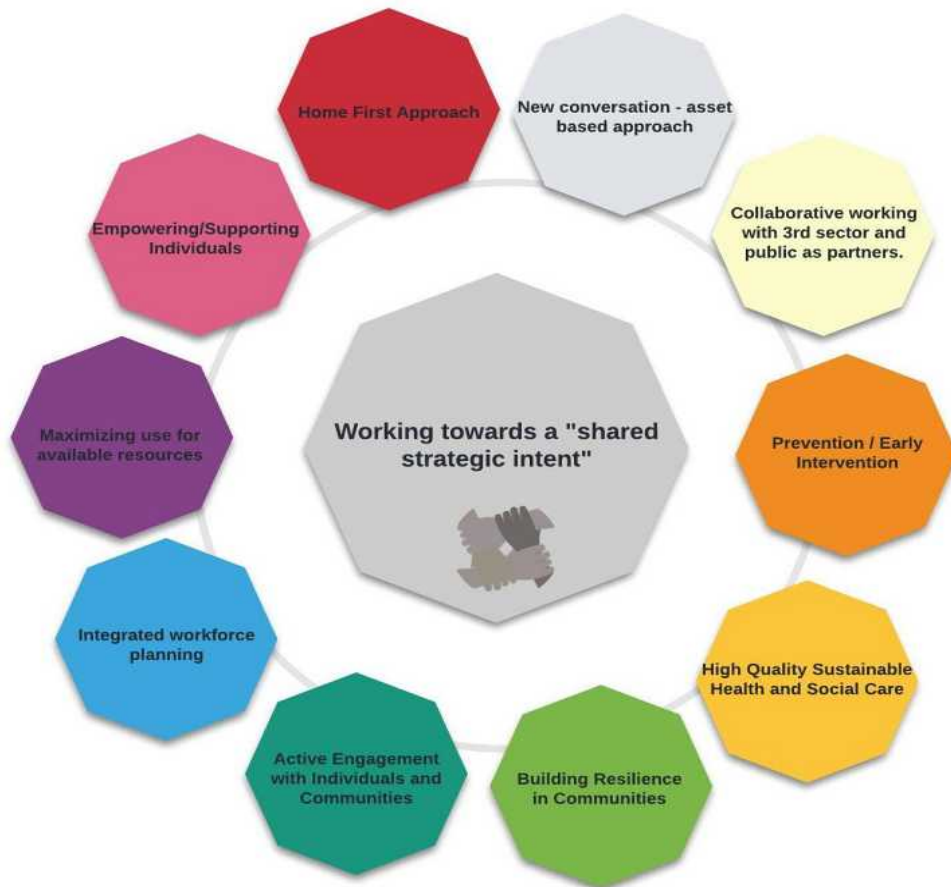


Diagram 1 – Elements towards a Shared Strategic Intent, significant commonality across all three HSCPs and NHS strategic aims/priorities

- 4.3. The co-creation approach taken for the Annual Delivery Plan for NHS Grampian and current development of a three year Delivery Plan is progressing, recognising the shared aims and actions from HSCP plans. Given the current challenges and pressures experienced in the health and social care system, the delivery plan actions are reviewed quarterly to ensure these remain the right actions which are deliverable, and make the biggest impact.
- 4.4. When responding to emerging risk and targeted requests from Scottish Government, for example, to create an unscheduled care operational plan, collaborative support and shared learnings from across the HSCPs cements the ethos of working together to focus on system wide challenges whilst implementing change at a local level.

Where We Can Improve

- 4.5. Although we have a number of significant challenges, we also have some solid foundations to build upon. We have a clear understanding of what matters most to our citizens and colleagues in Grampian, along with robust intelligence of key areas influencing health, which is highlighted through Moray Locality Plans. With strong partnership working, clear direction and shared ambitions along with dedication of our colleagues and partners, we are well placed to make suitable changes which will result in improved outcomes. The key areas that matter to citizens and colleagues from engagement regarding Plan for the

Future are below, whilst local citizen priorities will be identified through Morays Locality Plan

- Access
- Quality
- Digital Technology
- Enabling Workforce
- Empowering individuals

- 4.6. Through the development of NHSG Plan for the Future, two essential avenues for creating and delivering success were highlighted. Firstly, this involved NHS Grampian further developing relationships with Integration Joint Boards and Community Planning Partnerships (CPP). This needs to be achieved at both IJB and CPP Board level as well as officer led groups. Notwithstanding the active participation of community engagement and participation in achieving better outcomes for all. The ethos of the Plan for the Future is consistent with the broad aims of the IJBs and CPPs and work over the coming months and years will need NHS Grampian representatives to work with partners to explore how the CPP can be key in the leadership of the broader and collective aims and changes necessary to support and enable wellness in individuals, groups and communities.
- 4.7. Secondly, to ensure greater clarity and transparency regarding governance and assurance in relation to joint priority areas as a whole system approach, it is proposed by NHS Grampian that further work be undertaken with the three IJBs to 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 for responsible managers. This has involved a new approach to the NHS Grampian Performance Assurance Framework, which monitors performance against the Delivery Plan, therefore also covering the shared objectives with HSCP performance feeding into this process. Not forgetting ultimate accountability for HSCP performance is the responsibility of the three IJBs across Grampian. An aligned performance framework would be complementary, but does not replace IJBs responsibility. An example of ongoing development of consistent governance arrangements is through those services which are hosted with the responsibility of individual IJBs leading and reporting across the system.
- 4.8. From a Moray perspective, we will continue to work collaboratively with planners from across the HSCPs/Portfolios and NHS Grampian Planning team, offering shared learnings and shared resources in order to take a whole system approach to service delivery with the specific interest of local communities and individual families and citizens at our heart.

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”

HSCM Plan contributes to the aims of Moray Council, The NHS Grampian Plan for the Future and the Community Planning Partnership and aims to provide a ten-year vision for integrated health and social care services, setting out objectives for the Partnership and how it will

use its resources to integrate services in pursuit of national and local outcomes.

(b) Policy and Legal

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

(c) Financial implications

No financial impacts identified.

(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

No staffing implication. Benefits to staffing through shared learning.

(f) Property

There are no property implications.

(g) Equalities/Socio Economic Impact

None

(h) Climate Change and Biodiversity Impacts

Climate change is recognised within the Plan and is supported through the partner's plans.

(i) Directions

None arising from this report.

(j) Consultations

The following have been consulted and agree with the report where it relates to their area of responsibility: Moray Health and Social Care Senior Management Team, NHS Grampian Planners, Aberdeenshire and Aberdeen City Strategic Planner.

6. CONCLUSION

6.1. We will continue to reflect on progress over the coming months and adapt our strategic approach to planning as required, to ensure we continue to address the challenges in the system and are maximising our resources to achieve maximum impact.

Author of Report: Carmen Gillies

Background Papers: with author

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