



REPORT TO: MORAY INTEGRATION JOINT BOARD ON 31 OCTOBER 2019

SUBJECT: MORAY STRATEGIC PLAN – PARTNERS IN CARE 2019-2029

BY: PAMELA DUDEK, CHIEF OFFICER

1. REASON FOR REPORT

- 1.1. To provide the Board with the final Moray Strategic Plan – Partners In Care 2019-2029 and associated Appendices post final consultation and seek approval to adopt and publish the plan.

2. RECOMMENDATION

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

- i) agree to adopt the Strategic Plan (APPENDIX 1), Transformation Plan (APPENDIX 3) and Medium Term Financial Framework (APPENDIX 4);**
- ii) note the feedback from the final consultation (APPENDIX 2);**
- iii) note the framework for Strategic Change and Service Improvement developed to give a consistent approach across the partnership to these activities (APPENDIX 5); and**
- iv) agree to supporting documents to the Strategic Plan in the form of the Performance Framework, Organisational Development and Workforce Plan and the Communication, Engagement and Participation Plan being presented to the MIJB in November 2019.**

3. BACKGROUND

- 3.1. The Public Bodies (Joint Working) (Scotland) Act 2014 places a duty on Integration Authorities to develop a Strategic Plan for the delegated functions under their direction.
- 3.2. The MIJB is required to have in place an established Strategic Planning 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.

- 3.3. The MIJB is required under the legislation to consult widely on the development of the Strategic Plan to ensure the health and social care services that are commissioned are in the best interests of the local population. Engagement and Consultation on this plan commenced throughout 2018 and early 2019.

Throughout 2018 a number of workshops took place with a variety of themes covered in the discussions, all of which demonstrated positive engagement. Other activities underway in Moray have generated more intelligence regarding the public and wider stakeholder views of what they would wish to see in the MIJB Strategic Plan 2019 and beyond.

- 3.4. During 2019 Health and Social Care Moray (HSCM) have worked with different groups including the board to refine and agree the key aims of this plan and the focus to be pursued.
- 3.5. The draft Strategic Plan 2019-2029 was approved for final consultation by the MIJB on 29 August 2019 (paragraph 12 of the draft Minute refers) A 4 week consultation period commenced on the 13 September 2019 and concluded 11 October 2019.
- 3.6. A summary of the feedback (**APPENDIX 2**) is included for discussion by the MIJB. In total, 28 responses were received. Of particular note were the concerns of rising demand and the ability of the MIJB to deliver on the plan given the resources available and workforce supply. The increasing problem of isolation where people are cared for at home and perhaps do not have the family support around them to ensure they have connections and social interaction.
- 3.7. The Strategic Plan – Partners In Care 2019-2029 and associated Transformation Plan sets out the ambition for carrying out the integrated functions, and how these arrangements are intended to meet the changing needs of the local population and achieve the nine national health and wellbeing outcomes set out in the legislation.
- 3.8. A full Strategic Needs Assessment (SNA) was carried out in 2018 setting the profile of the Moray population in relation to health and care requirements now and looking to the future over the next 10-20 years. This SNA will form part of the suite of documents available when the plan is published.
- 3.9. An Equality Impact Assessment has also been completed in relation to the plan and will be published with the plan. The lead officers within the NHS Grampian and the Moray Council have had sight of this alongside the plan and are satisfied that the assessment has been completed appropriately.
- 3.10. At the November 2019 meeting of the MIJB further supporting documents including the Performance Framework, the Organisational Development and Workforce Plan and the Communication, Engagement and Participation Plan will be presented with the aim of launching the Strategy throughout December 2019; the development of the organisation, will also be presented.

4. KEY MATTERS RELEVANT TO RECOMMENDATION

- 4.1. This new Plan seeks to ensure that the MIJB meets its statutory requirements by having a plan in place to replace the current Strategic Plan 2016-19.. This is a legislative requirement on the MIJB in order that it can continue to carry out its legal duties in respect of the delegations.
- 4.2. This Plan sets out the key aims of the MIJB and the Health and Social Care Partnership to work closely with communities and key partners to reform the system of health and care in Moray, ensuring it is sustainable in the future and is able to respond to the presenting needs of the population.
- 4.3. The Plan purposefully places an emphasis on prevention activities and seeks to prioritise these activities as a long term goal, actively pursuing good health and wellbeing for the population, this will mean increased investment in this area of work.
- 4.4. This Plan highlights the HOMEFIRST approach and the rationale for this to assist people in understanding that “hospital is not always the best place for people”, a statement frequently used and in particular if you are frail and elderly can be counter intuitive to a successful recovery.
- 4.5. This Plan places importance on person lead care and treatment as Partners In Care, where the individual and their families, significant others, carers, friends or communities can play a part in the wellbeing and success of individuals in maintaining their independence and ability to make choices relevant to their own personal circumstances.
- 4.6. Inherent within the Plan is the relevance of the workforce both in terms of supporting positive health and wellbeing as well as supporting through changes in the way they work with people and colleagues as equal partners in care.
- 4.7. This Plan seeks to ensure that the resources allocated are both adequate and managed appropriately achieving sustainability for the future.
- 4.8. All of the content and ambition in this Plan requires effective collaboration with key partners and communities, and a new way of working across organisational boundaries for the good of the people of Moray.
- 4.9. The Transformation Plan gives the headline areas of activity to be pursued as part of the change. The Transformation Boards will be expected to apply the 3 priorities across the relevant areas, ensuring that regardless of conditions experienced and where you interact with services that prevention is prevalent, homefirst and independence is supported and that the conversations are underpinned by a mutual partnership way of working.
- 4.10. The governance arrangements and methodology applied will be consistent across all Transformation Boards allowing the Strategic Planning and Commissioning Group to monitor progress against the Strategic Plan and to report coherently to the MIJB. The framework for strategic change and service improvement underpins this planning process and will be supported by a project management approach.

- 4.11. Whilst children's services are governed through a separate route, the relationship is recognised as significant and as such there are mechanisms in place to ensure a robust connection.

5. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Commissioning Plan 2016 – 2019

This plan is consistent with national strategy and policy for health and social care, it will replace the Strategic Commissioning Plan 2016 – 2019 and speaks to the Moray Local Outcome Improvement Plan also under review and the Moray Council Corporate Plan currently under review.

(b) Policy and Legal

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

(c) Financial Implications

Pivotal to the effective delivery of the Strategic Plan are the financial resources available to the MIJB. To assist in the planning process, a Medium-Term Financial Framework has been developed in conjunction with this Plan. It outlines the likely financial position over the period 2019/20 – 2023/24 and highlights the risks and sensitivity surrounding this. The Framework is included at **APPENDIX 4**

(d) Risk Implications and Mitigation

An updated risk register has been produced and will monitor the strategic risks raised by this plan.

(e) Staffing Implications

As with any 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 picture. Staff Side, Unions and Human Resources will be working alongside the leadership team in delivering change observing the associated policies and procedures of the Council and NHS.

An organisational change steering group and joint workforce forum exists to support the implementation of this plan.

(f) Property

There are no direct property implications however there is an established Infrastructure Programme Board that has the task of linking with the asset management arrangements of both NHS Grampian and Moray Council to ensure a joined up approach in the estate and enable the priorities around

infrastructure that supporting transformation are co-ordinated and prioritised through formal routes.

The MIJB itself does not have those resources delegated and places reliance on the partner bodies processes.

(g) Equalities/Socio Economic Impact

An Equalities Impact Assessment has been completed and will be part of the suite of documents published.

An equalities outcome report and monitoring report is due for completion by March 2020 and will be developed in relation to this strategic plan.

(h) Consultations

The HSCM Management Team have been consulted on this report and comments incorporated as appropriate.

6. CONCLUSION

- 6.1. Partners in Care is the MIJB Strategic Plan 2019-2029. This 10 year plan seeks to set the approach to care that would wish to be seen across Moray and sends a clear statement of intent to the public and the workforce. The Transformation Plan and associated documents set out the way in which this will be taken forward and the implications financially. This allows significant consideration around prioritisation to take place.**
- 6.2. The plan sets out an ambition that has a strong emphasis on keeping people in good health, optimising their own potential and ensuring services are fit for the future generations.**

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Background Papers: with author

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