



REPORT TO: MORAY INTEGRATION JOINT BOARD ON 28 NOVEMBER 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 additional key documents supporting the Moray Strategic Plan – Partners in Care 2019-2029 due to be published December 2019.

2. RECOMMENDATION

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

- i) approve the suite of high level supporting documents to the Moray Strategic Plan – Partners in Care 2019-2029; and**
- ii) note the strategic documents will be reviewed annually.**

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
- 3.4. The Moray Strategic Plan 2019-2029 was presented to the MIJB for approval at its meeting of the 31 October 2019 alongside the results of the consultation, the Transformation Plan and the Medium Term Financial Strategy (para 13 of the draft Minute refers).

- 3.5. The Board was advised that further documents would be presented in support of the strategy at the meeting 28 November 2019.

4. KEY MATTERS RELEVANT TO RECOMMENDATION

- 4.1. There are 4 additional documents relevant to the strategic plan for approval. The Performance Framework (**APPENDIX 1**), the Organisational Development Strategy 2019 – 2024 (**APPENDIX 2**), the Workforce Plan 2019 – 2022 (**APPENDIX 3**) and the Communication, Engagement and Participation Plan (**APPENDIX 4**).
- 4.2. The Performance Framework sets out the approach to performance management noting the key measures in place to support the 9 national health and wellbeing outcomes. This will ensure ongoing surveillance of the health and social care system in Moray on key performance indicators alongside the desire to establish more meaningful measures, consistent with the strategic plan and emerging transformation plans.
- 4.3. Staff are the greatest asset in health and social care and so the organisational culture and tone is significant in ensuring the delivery of high quality care. It is essential that Health and Social Care Moray (HSCM) understand the experience of staff within the organisation and work hard to ensure staff feel valued, supported and able to thrive. A revised Organisational Development Plan and Action Plan 2019 – 2024 has been established setting out the key themes of focus going forward supporting this ambition.
- 4.4. There are many challenges facing health and social care services in Moray and workforce supply, recruitment and retention are critical to success. HSCM are also operating within an environment where innovation and change is necessary requiring health and social care systems to think differently about workforce roles going forward, being creative in considering the different ways in which the workforce can be shaped to meet the ever growing need. Integrated multi-professional teams are an essential element of the workforce as well as the interface and integration with third sector providers, independent contractors and the contribution of community resources in supporting local people to stay well. This requires some different thinking and the workforce planning process to evolve in that context.
- 4.5. The Workforce Plan 2019 - 2022 sets out the position currently across HSCM workforce and the considerations that need to be front and centre for looking to the future. This plan will be developed further in the coming years to ensure the document reflects findings of national workforce work that is in place and local requirements that emerge from redesign and improved understanding of the potential at a local level.
- 4.6. A revised Communication, Engagement and Participation Plan 2019 - 2024 has been prepared, setting out the ambition and approach to this crucial activity. HSCM want to work with communities, individuals, the workforce and with partners ensuring communication, engagement and participation is optimised; this plan seeks to underpin this.
- 4.7. All of the strategic documents will be reviewed annually to ensure the content remains in line with the strategic and transformation plans.

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

These documents underpin the intentions of the Moray Strategic Plan – Partners in Care 2019 – 2029 due for launch December 2019 replacing the MIJB Strategic Commissioning Plan 2016 – 2019.

(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 was approved at the MIJB meeting 31 October 2019 (para 13 of the draft Minute refers).

(d) Risk Implications and Mitigation

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

(f) Property

There are no direct property implications however there is an established Infrastructure Programme 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 support 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 in relation to the Moray Strategic Plan – Partners in Care 2019 – 2029 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 following have been consulted and are in agreement with the report where it relates to their area of responsibility:

Systems Leadership Team

Workforce Departments of Moray Council and NHS Grampian

Corporate Communication, Health and Social Care Moray

Health Intelligence Department, NHS Grampian

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.

6.2. The associated documents set out in this report provide underpinning frameworks, all of which are critical to the success of the plan.

Author of Report: Pamela Dudek, Chief Officer

Background Papers: with author

Ref: