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**REPORT TO: MORAY INTEGRATION JOINT BOARD ON 25 JUNE 2020**

**SUBJECT: CHIEF OFFICER REPORT**

**BY: CHIEF OFFICER**

## **1. REASON FOR REPORT**

1.1. To inform the Board of the Interim Chief Officer activities that support the delivery against the Moray Integration Joint Board's (MIJB) strategic priorities articulated in the Strategic Plan, and the delivery against the 9 Health and Wellbeing outcomes.

## **2. RECOMMENDATION**

**2.1. It is recommended that the MIJB:**

- i) Note and comment on sections 3.1 through to 3.10; and**
- ii) Support the arrangements set out in sections 3.11 and 3.12.**

## **3. BACKGROUND**

### **Covid-19**

3.1 The Cabinet Secretary, in her statement to the Scottish Parliament on Tuesday 2 June, set out that the health service will remain on an emergency footing for a further 100 days. Three core tasks are set out by the Interim Chief Executive NHS Scotland following the statement to the Scottish Parliament:

- Commence work toward delivery of as many of our normal services as possible, in a safe manner, with an immediate focus on the most urgent care requirements
- Ensure capacity remains available to deal with endemic Covid-19
- Begin preparation of our health and care system for the challenges of the next 9 months and particularly the winter season

3.2 HSCM (Health and Social Care Moray) are responding in the following ways:

- Continued contribution to the NHS Grampian re-mobilisation plan. The second iteration that covers the timeframe to the end of July was submitted to the Scottish Government on 1 June.
  - Keeping residents safe, through work with other statutory and third sector partners
  - Remaining focused on the Home First approach, aiming to avoid hospital admissions where appropriate, and minimise hospital delayed discharges
  - Using Home First as a pan Grampian and HSCM approach to securing the capacity required to meet the future challenges of Covid-19 and winter pressures
- 3.3 There has been further direction from Scottish Government to build on the support for care homes, and locally we are working within the framework for putting in additional support to our care homes, both from local clinicians and also Grampian Public Health, with oversight from the 3 Health and Social Care Partnerships (HSCP) Chief Social Work Officers, the Nurse Director and Medical Director.
- 3.4 Our Chief Nurse and Consultant Practitioner are carrying out scheduled visits to all our care homes as part of a national directive to ensure that there is support, and adequate assurance on a local and national basis that care home residents are well protected from the risk of Covid-19.
- 3.5 There is a daily local oversight group within HSCM for all our care homes. How we support the care homes is the key focus. This informs the pan Grampian oversight group, of which the Chief Officer is a member. This Grampian group meets on a weekly basis and signs off the weekly return to Scottish Government.
- 3.6 Work is continuing to develop primary care facilities for those people who are shielding so that there is a separate facility in which they can receive any necessary hands on care. There will be costs attached to this, and we will work with NHS Grampian on how we can access a revenue stream to support this.

### **Recovery and Renewal**

- 3.7 As we progress through this critical phase of the Covid-19 pandemic, it is essential that whilst the priority remains to deliver services safely and effectively in what is clearly a constantly changing landscape, it is recognised that there is need to consider the recovery phase and what is widely being termed as 'the new normal'.
- 3.8 NHS Grampian have established a Recovery Cell, setting out some initial principles for consideration. Within this cell it is recognised that Recovery is wide ranging, and spans through internal NHS Grampian functions, through HSCPs and the wider community, involving all partners. This strategic response has set out its aims and objectives as follows:
- Objective 1 – Supporting Staff
  - Objective 2 – Defining the new normal
  - Objective 3 – Understanding health debt
  - Objective 4 – Implementing the new normal and repaying the health debt

3.9 Task and finish groups have been established to progress this work and representation from HSCM has been agreed. The Home First approach and associated work streams fit within the scope of this work. The 4 Chief Officers (Acute and 3 HSCPs) have produced a video to present the Home First approach. The video is accessible at

<https://www.youtube.com/watch?v=5XvtMCb5jGU&feature=youtu.be>

3.10 Progress is being made through a steering group in relation to the SenseMaker software developed by Cognitive Edge and supported by NHS Grampian. A small representative group for HSCM has been identified to test the software in relation to 'Leadership'. At the time of writing, clearance is awaited from information governance.

### **Strategic Planning**

3.11 As part of the move to a Recovery Phase from Covid-19, it is important that there is a readiness to invigorate the longer term strategic planning, where the starting point will have shifted considerably from 3 months ago. Strategic Planning expertise will be crucial, and with no identified resource it is important that we move quickly to fill that gap and create the right capacity. This will strengthen our ability to be agile, and to develop a range of ambitious plans that drive quality, safety, and efficiency.

3.12 The post of Strategic Planning and Performance Lead will be advertised, and the post will report directly to the Chief Officer and will be part of the HSCM senior management team.

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

4.1. We continue to be in a pandemic response phase, with the timeframe for the emergency being extended. There are a number of additional pieces of work that have arisen during this time, and staff have responded to the challenge. The Recovery and Renewal phase is work that will happen in parallel to the response, and is important as that will create the conditions conducive to operating in a "new normal", where the response to the pandemic will be over a long timeframe.

4.2. Strategic Planning is a fundamental and key MIJB function, and securing the capacity and expertise to lead key pieces of work is critical, particularly as we shift quickly to a new starting position as a result of Covid-19.

## **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"**

Working with our partners to support people so they can cope with, and where possible, overcome the health and wellbeing challenges they may face.

Ensuring that the right care is provided at the right place at the right time when people are in need. Ensuring that our systems are as simple and efficient as possible.

#### **(b) Policy and Legal**

The Chief Officer continues to operate within the appropriate level of delegated authority, ensuring that the MIJB is sighted on key issues at the earliest opportunity, and continues to influence and agree the strategic direction.

#### **(c) Financial implications**

There are no financial implications arising directly from this report. Our Mobilisation Plan was approved, and the Chief Financial Officer reports regularly on variations to plan to ensure that the Scottish Government are sighted on additional costs arising from Covid-19.

The recruitment of a Strategic Planning and Performance Lead will utilise the funding from an existing vacancy.

The costs of funding primary care facilities in relation to individuals who are shielding are being finalised and funding streams identified.

#### **(d) Risk Implications and Mitigation**

The report captures a number of key areas critical to the delivery of services during Covid-19, along with the actions being taken to mitigate risk.

Strategic Planning must be adequately resourced and an appropriate emphasis placed on this function in order for the MIJB to fulfil and excel in its role.

#### **(e) Staffing Implications**

Staff remains the organisation's greatest asset, and we must continue to engage with all sectors to ensure full involvement, which will create the best solutions to the challenges we face. Recruitment will follow due process within the policies of Moray Council and NHS Grampian. The intent is to always offer a contract with either organisation where that is possible.

#### **(f) Property**

There are no issues arising directly from this report.

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

Any proposed permanent change to service delivery will need to be impact assessed to ensure that we are not disadvantaging any section of our community.

HSCM will continue to work closely with all our partners to ensure that we contribute to the health and well-being of the community and support the recovery phase of the Covid-19 pandemic.

#### **(h) Consultations**

Consultation on this report has taken place with the Senior Management Team (SMT).

## **6. CONCLUSION**

- 6.1. The MIJB are asked to acknowledge the significant efforts of staff, across in-house providers, externally commissioned services, the Independent and Third Sector, who are supporting the response to the Covid-19 pandemic.**

Author of Report: Simon Bokor-Ingram, Interim Chief Officer