

REPORT TO ABERDEENSHIRE INTEGRATION JOINT BOARD 01 JUNE 2022

FRAMEWORK FOR EMERGING FROM EMERGENCY MEASURES IMPLEMENTED DUE TO COVID-19

1 Recommendation

It is recommended that the Integration Joint Board (IJB):

- 1.1** Note the progress towards the development of a strategic framework to support our move away from delivering services under emergency measures, with a revised Strategic Delivery Plan.
- 1.2** Provide comment on the development of our approach and indicative timescales.
- 1.3** Agree to receive a further progress report with a revised Strategic Delivery Plan at the next meeting of the IJB on 24th August 2022

2 Directions

- 2.1** No direction requires to be issued to Aberdeenshire Council or NHS Grampian as a result of this report.

3 Risk

- 3.1** IJB Risk 1 – Sufficiency and affordability of resource – as we move away from emergency measures, our revised Strategic Delivery Plan will be aligned with our capacity and resources.
- 3.2** IJB Risk 3 – Workforce capacity, recruitment, training, development and staff empowerment – our revised delivery plan will account for our workforce capacity, planning and empowerment to deliver sustainable change.
- 3.3** IJB Risk 5 – Risk of not fully informing, involving and engaging with our patients/clients, the public, staff and partners – our key stakeholders will be informed about the changes, derogations and adaptations that have been made over the last two years under emergency measures and involved in the development of our plans to move forward.
- 3.4** IJB Risk 6 – Service/business alignment with current and future needs – a revised delivery plan will determine our focus for delivery on our strategic priorities and projects in the next 6 months, 1 year, and 2-3 years.
- 3.5** IJB Risk 8 – Risk of failure to deliver standards of care expected by the people of Aberdeenshire in the right time and place – this work will inform how we will

maintain our locality approach and focus for our communities whilst delivering sustainable change.

4 Background

- 4.1 On 30th March 2022, the IJB agreed that the HSCP would develop a framework to inform our move away from emergency measures. This would include a review of all actions and changes to services undertaken by the HSCP under emergency measures, a review of our progress against our strategic priorities and a resetting of our Strategic Delivery Plan.
- 4.2 During this time, the HSCP has continued to work within the auspices of Operation Iris, established by NHS Grampian in response to the unprecedented pressures on the Grampian-wide health and care system and which were expected to intensify over the winter months in 2021/22. Operation Iris has three main objectives:
- Keep staff safe and help them to maximise wellbeing
 - Responding to demand on the health and care system
 - Protecting critical services and reducing harm
- 4.3 Its purpose was to set out a realistic assessment of what was deliverable over the coming months. Operation Iris was supported by the Grampian Operational Pressure Escalation System (G-OPES), which was intended to be a whole system approach to defining levels of pressure on the health and care system and linked to clearly defined actions, with the aim of managing service pressures.
- 4.4 Whilst continuing to work within Operation Iris and G-OPES, we have undertaken / are undertaking a range of activities for development of a strategic framework to support our move away from delivering services under emergency measures, with a revised Strategic Delivery Plan. These include:
- Engagement with the HSCP management team to reflect on progress to-date against Phase 1 of our strategic delivery plan (which was originally due for completion in April 2022) and new and emerging priorities which must be considered in developing our revised plan
 - A review of key decisions about service provision made by the HSCP under emergency measures
 - Working with Health Improvement Scotland (HIS) on the self-evaluation process for the Quality Framework for Community Engagement and Participation, which will inform the development of the HSCP's engagement and participation strategy
 - Engaging with the NHS Grampian Planners Group to ensure that the Board's Plan for the Future articulates how it helps the IJB deliver on our strategic delivery plan.

- 4.5 A development session with our Senior Management Team on 6th April provided an opportunity for reflection on progress to-date against Phase 1 of the HSCP's current Strategic Delivery Plan. Some points of note from that session were:
- Recognition of considerable progress made against many of the Phase 1 workstreams, as well as acknowledging where the pace of implementation had been inevitably impacted by ongoing system pressures and demands.
 - Recognition of the fluidity, complexity and interdependencies between a number of our projects, which presented a challenging environment within which to deliver, having subsequently evolved into new and emerging local and national drivers.
 - Our four key themes of Digital First, Partnerships, Operation Home First and Reshaping Care remain relevant but may benefit from review and/or refocus
 - Our workforce needs to be front and centre of our strategic delivery plan – as our biggest asset we need to ensure a focus on staff wellbeing as well as addressing the fundamental recruitment and retention challenges faced across all services.
 - Agreement that there is a need to refocus our attention on how we do locality planning, which enables clarity around the Aberdeenshire-wide high-level strategy whilst giving ownership and flexibility to local teams to deliver.
- 4.6 A further session with the Senior Management Team took place on 20th May, and focused on:
- Review and reflection of the outputs from the previous session on 6th April, but with a particular focus on local feedback/priorities.
 - Consideration of whether the four key themes of Digital First, Partnerships, Operation Home First and Reshaping Care should remain as our key themes or now sit more comfortably as principles underpinning our ways of working.
 - Identifying our priorities for the next 12 months to inform our revised Strategic Delivery Plan, with our workforce front and centre of this plan
 - A revised prioritisation framework.
- 4.7 In light of our competing and changing priorities, the prioritisation framework will support SMT to ensure that appropriate capacity and resources are in place to deliver against its core priorities in a meaningful way, ensuring clear, tangible and achievable outcomes, with clarity as to how we will measure our progress towards those.
- 4.8 NHS Grampian are required to submit their 1-year delivery plan to Scottish Government by 31st July 2022 and Aberdeenshire Council are preparing their new Council Plan. The HSCP will contribute to these plans having identified our priorities for the next 12 months.
- 4.9 The IJB Development session on 29th June gives an opportunity to further work on our priorities for the next 3 years. This will also contribute to Aberdeenshire's Council Plan and NHS Grampian's 3-year Integrated Delivery Plan. The session on 29th June will also look at our performance management

reporting for our Strategic Plan and how our partners, such as the ADP and AVA contribute.

5 Summary

- 5.1 The work concluded to date confirms that our Strategic Plan remains valid but our Delivery Plan required to be reviewed and reset.
- 5.2 The day-to-day pressure in many of our services and teams continue with staffing levels remaining a challenge. This position is likely to continue as we develop and implement our prioritisation framework and revised Delivery Plan. Therefore, in considering what we must continue, what we modify and what we stop, we must ensure that there is robust governance underpinning our decisions.
- 5.3 As we transition from providing services to our communities under emergency measures, it is important that we maintain the three objectives of Operation Iris supported by the Grampian Operational Pressure Escalation System (G-OPES), with the aim of managing service pressures.
- 5.4 The prioritisation framework, once agreed with the IJB, will support SMT to ensure that appropriate capacity and resources are in place to deliver against its core priorities in a meaningful way, ensuring clear, tangible and achievable outcomes, with clarity as to how we will measure our progress towards those.
- 5.5 Whilst the focus is currently on our identified priorities for the next 12 months, the IJB Development session planned for 29th June will allow us to do further work on our priorities for the next 3 years and ensure that we are contributing to Aberdeenshire's new Council Plan and NHS Grampian's 3-year Integrated Delivery Plan.
- 5.6 Priority activities and indicative timescales for the HSCP and/or NHS Grampian to enable the conclusion of the emergency footing that we have been working under and the resetting of our Strategic Delivery Plan are summarised in the table below.

Table 1.

Activity	Timescale	Status
Review of actions and changes to service provision undertaken by the HSCP under emergency measures.	31 st May	Complete
Present draft revised prioritisation framework for our Strategic Delivery Plan at IJB development session.	1 st June	Complete
Contribute to post-pandemic debrief of the Grampian Health & Care system response and the NHS Grampian Board's contribution to the national pandemic review.	10 th June	Not started
Continue operational delivery under the G-OPES framework to manage critical service delivery, but undertake further work on identifying and refining our trigger points/metrics for moving from one level to another and our associated actions for mitigating risk.	17 th June	Ongoing
IJB Development session to confirm our priorities for the next 3 years, our performance management reporting for our Strategic Plan and how our partners, such as the ADP and AVA contribute.	29 th June	Not started

5.7 The Chief Officer, along with the Chief Finance Officer and the Legal Monitoring Officers within Business Services of the Council have been consulted in the preparation of this report and their comments have been incorporated within the report.

6 Equalities, Staffing and Financial Implications

6.1 An equality impact assessment is not required at this stage but will be carried out as part of the development of a proposed revision to our Strategic Delivery Plan.

6.2 Financial and staffing implications will be key considerations in the development of a proposed revision to our Strategic Delivery Plan and will be detailed in the next report to the IJB.

Pamela Milliken, Chief Officer
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