

APPENDIX 2

Aberdeenshire Health and Social Care Partnership (AHSCP)

Report to Strategic Planning Group – 24 August 2023

Title: Strategic Plan 2020 – 2025 Review

1 Purpose of report

- 1.1 To inform the Strategic Planning Group (SPG) of the outcome of the Strategic Plan Review.

2 Background

- 2.1 Under the Public Bodies (Joint Working) (Scotland) Act 2014, a review of the Strategic Plan should be undertaken at least every 3 years. At the SPG meeting on the 20th April the proposed timeline for the review was agreed and an in person workshop planned for June to undertake the review process.
- 2.2 At the workshop SPG members were split into groups to focus on the following tasks:
- (a) **Identifying Pressures** – individuals noted what they felt were the greatest pressures facing Health and Social Care for the coming 2 years. These were then discussed and grouped within themes.
 - (b) **Reviewing Progress Towards Priorities** – for each of the 5 current priorities the following questions were discussed and the relevant points captured:
 - (i) What progress have we made on this priority in the last 3 years?
 - (ii) What examples – projects, pieces of work have supported this priority?
 - (iii) Does this priority address some of the pressures you identified in the first activity?
 - (iv) Is this priority still relevant?

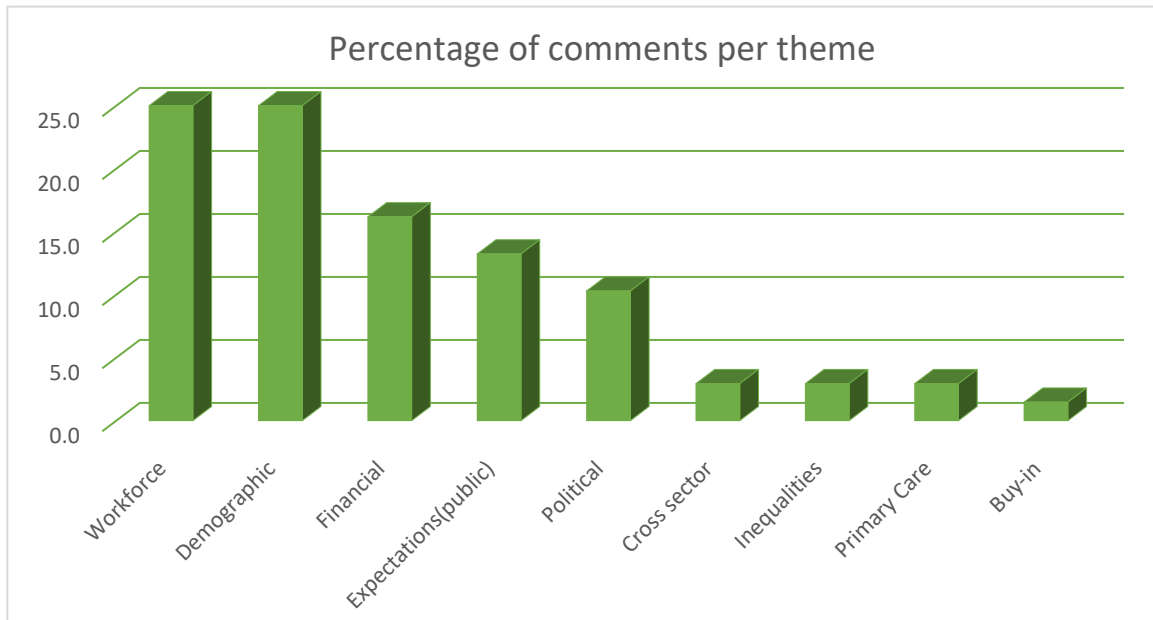
3 Workshop Outputs

- 3.1 In advance of the workshop SPG members were asked to rank the existing 5 priorities in order of importance explaining why they had chosen the rankings. They were also asked to consider what they understand are the greatest pressures facing Health and Social Care over the next 2 years.

The ranking exercise was repeated at the end of the workshop and the results compared (appendix 1). The Engagement priority remained the lowest ranking priority, and Prevention and Early Intervention the highest priority across both exercises. Reshaping Care moved to the joint first and Effective use of Resources was ranked lower (4th) after the workshop. The score for Tackling Inequalities & Public Protection remained similar for both exercises.

3.2 Pressures

The pressures identified within and across the groups had similar themes, the top 2 themes being around workforce sustainability and the predicted changing demographics accounted for 50% of all the pressures listed.



The graph above shows the 9 themes of the identified pressures, and the table below shows the keys issues highlighted for the top 5 themes.

Theme	Key Issues
Workforce	Shortage of trained professionals Ageing workforce = increased retirement Retention & recruitment difficult due to burnout & pay
Demographic	Ageing Population is increasing demand & complexity of care Increase in Health inequalities & vulnerable adults
Financial	Economic situation & shrinking of national funding Resource demands - increasing care needs & estate issues
Expectations (public)	Expectations of local delivery vs resources Public losing confidence & reputational damage
Political	National and local demands Uncertainty around National Care Service

3.3 Priorities

The following tables summarise the responses to the questions for each of the 5 current priorities, and areas for improvement which were identified.



PREVENTION AND EARLY INTERVENTION (P&EI)	
What Progress have we made on this priority in the last 3 years?	What Examples - projects, pieces of work have supported this priority
Key pieces of work have been progressed which support this priority, but the pandemic has reduced the opportunities to have conversations	Vaccination Programme Suicide Prevention Strategy PCIP Place based approach
Does this priority address some of the pressures you identified in the first activity?	Is this priority still relevant?
Yes, it addresses: Finance Demographics (Increase in ageing pop) Inequalities Managing expectations	Yes – If this work is not carried out the pressures on the system will increase
Areas for improvement: <ul style="list-style-type: none"> • Increase the scale of P&EI work • Continue to develop the evidence base demonstrating the effectiveness of P&EI • Work to improve links of P&EI work across the whole system 	

RESHAPING CARE	
What Progress have we made on this priority in the last 3 years?	What Examples - projects, pieces of work have supported this priority
Some areas of work have seen some progression but front line pressures have reduced the capacity to others	Near Me roll out SDS pathway/framework Sheltered Housing Review Virtual Community Wards Work across 3 rd sector organisations R&E supporting Care at Home
Does this priority address some of the pressures you identified in the first activity?	Is this priority still relevant?
Yes, it addresses: Finance Workforce Demographics (Increase in ageing pop) Cross-sector	Yes – If we clarify direction and focus, empower staff and dedicate resource and capacity
Areas for improvement: <ul style="list-style-type: none"> • A priority is further work on rehabilitation and enablement • Build on continuity of care & people seeing the right professional to meet their needs • Improve engagement with 3rd sector to support those in need of lower levels of support 	



TACKLING INEQUALITIES AND PUBLIC PROTECTION (TI&PP)	
What Progress have we made on this priority in the last 3 years?	What Examples - projects, pieces of work have supported this priority
TI&PP has continued to be addressed through both specific pieces of work and as part of larger projects	MAT Standards Development of the Autism Strategy Single Point of contact Joint Childrens Assessment Grampian wide work on VAWG & Suicide Prevention
Does this priority address some of the pressures you identified in the first activity?	Is this priority still relevant?
Yes, it addresses: Inequalities Demographics (more vulnerable adults)	Yes – but should move into becoming more of an overarching theme which runs through all work streams
Areas for improvement: <ul style="list-style-type: none"> • Continue to consider TI and keeping people safe across all work streams • Foster links with 3rd sector organisations and communities highlighting how we can all support vulnerable people within our communities 	

EFFECTIVE USE OF RESOURCES	
What Progress have we made on this priority in the last 3 years?	What Examples - projects, pieces of work have supported this priority
We continue to strive to ensure our services are effective and efficient and apply best value principles	Workforce plan Commissioning & Procurement Plan Care Home & Very Sheltered Housing Collaboration Group Place based Projects
Does this priority address some of the pressures you identified in the first activity?	Is this priority still relevant?
Yes, it addresses: Workforce Financial Demographics (Increase in demand) Manage Expectations	Yes – but this is more of an ‘approach’ taken when planning and considering projects and transformational change
Areas for improvement: <ul style="list-style-type: none"> • Improve collection and analysis of useful data to monitor resource use & impacts • Align budgets clearly to allow for future service planning 	

ENGAGEMENT	
What Progress have we made on this priority in the last 3 years?	What Examples - projects, pieces of work have supported this priority
A more consistent approach has been taken to engagement, with an	Insch SNA Deeside SNA

increase in resources and guidance to support on-going improvement in how we engage. We have also strengthened links with partners to support more collaboration when engaging	Autism Strategy Care Home engagement GIRFE – Pathfinder 3 rd sector involvement with engagement
Does this priority address some of the pressures you identified in the first activity?	Is this priority still relevant?
Yes, it addresses: Managing expectations Workforce	Yes – but is an integral part of the way we work and links across all priorities and is considered as part of any project and transformational change
Areas for improvement: <ul style="list-style-type: none"> • Create tool kit to support staff with engagement • Continue to expand joint engagement work with the 3rd sector 	

4 Conclusions

- 4.1 Our response to this review needs to be both reflective of the changed context within which the Strategic Plan and priorities were originally agreed, whilst also pragmatic and proportionate given the HSCP is embarking on preparations to ensure readiness for the development of its next Strategic Plan from 2025 onwards. In general, outputs from the exercise have confirmed the HSCP’s strategic priorities remain relevant.
- 4.2 A key characteristic of a good strategic planning approach is that plans and priorities are reviewed on a regular basis and are responsive to new drivers.¹ Our Strategic Delivery Plan continues to serve as a live, underpinning operational document to the overarching Strategic Plan, setting out the transformational, operational and improvement work required to enable the AHSCP to meet its strategic priorities. Alongside our Medium-Term Finance Strategy (MTFS), Workforce Plan and Commissioning and Procurement Plan, these provide the tools and frameworks for ensuring the effective planning, provision and commissioning of services on an ongoing basis. The SPG has a vital role in providing oversight, scrutiny and direction of these plans to in turn provide assurance to the IJB as to the HSCP’s progress towards delivery of its strategic priorities and the national health and wellbeing outcomes.
- 4.3 In addition, good strategic planning should recognise, be transparent and aim to resolve where implementation has not progressed as intended [ibid]. This review process is felt to have enabled honest and open dialogue and reflections from SPG members on progress made across our strategic priorities, as well as acknowledging the challenges and areas which we require to improve or address.

¹ Healthcare Improvement Scotland | ihub (2019) ‘Strategic planning: good practice framework - What does good look like?’ Source: <https://ihub.scot/media/6879/good-practice-framework-for-strategic-planning.pdf>



- 4.4 The information gathered from the review will support the development of the next Strategic Plan helping inform the design of a robust engagement framework to support meaningful involvement from stakeholders.

5 Recommendations to Strategic Planning Group

- 5.1 Confirm the outputs from the review and agree that the HSCP's existing priorities remain relevant.
- 5.2 Agree for this report to be shared with the IJB for approval in October, and to publish the outcome of the review on the HSCP web page.
- 5.3 Agree that the output from the review will be used to shape stakeholder engagement when developing the next Strategic Plan.

Report submitted by: Angela MacLeod, Interim Strategy and Transformation Manager

Date: 24th August 2023

Appendix 1: SPG Members Priorities ranking Pre and Post SPG Strategic Plan Review Workshop

