



PERTH & KINROSS INTEGRATION JOINT BOARD

30 November 2018

CHIEF OFFICER STRATEGIC UPDATE

Report by Chief Officer (Report No. G/18/195)

PURPOSE OF REPORT

The purpose of this report is to update board members on progress against tasks outlined in the rolling actions list.

1. RECOMMENDATIONS

It is recommended that the Integration Joint Board note the following updates:

- Development of a Joint Workforce plan
- Winter Planning
- Joint Inspection
- Refresh of the Strategic Plan

2. Development of a Joint Workforce Plan

- 2.1 Workforce planning for the Health and Social Care Partnership will be centred on our services utilising a dynamic and interactive approach to ensuring that our workforce is able to deliver our strategic priorities. Our services will be fully involved in the workforce planning agenda and this approach will be utilised alongside the overarching 'Six Steps' methodology. Workforce planning is part of every manager's role, whether developing new strategies, models of service delivery, or operational management; and this may involve utilising other workforce planning tools (for example, Nursing and Midwifery Workforce Planning Tools or Safe and Affordable Workforce) as appropriate.
- 2.2 In order to support the delivery of the strategic priorities, the Partnership has created four Programme Boards, each delivering on identified work streams to align planning strategies, affordability and sustainability across the localities. These are Mental Health and Wellbeing, Carers, Primary Care and Older People & Unscheduled Care. Service demands and demographics will be analysed alongside workforce availability to ensure that we have the right people in the right place at the right time. The planned Joint Working

Agreement will significantly impact on future workforce planning and is expected to facilitate a more integrated, flexible and fluid workforce. A report regarding the Joint Working Agreement is to be submitted to the PKC SP& R meeting on 28 November 2018 and NHST Board on 05 December 2018. The Programme Boards are responsible for ensuring that workforce planning is integral to strategic delivery plans.

- 2.3 A Workforce Development Group will be created to support managers with workforce planning as it is recognised that workforce planning will be part of all business strategies within the partnership where there are workforce implications. The Development Group will support Programme Boards and managers to overcome any barriers they encounter in relation to workforce planning and integration. The group will regularly report back to both the Integrated Management Team and Executive Management Team with updates.
- 2.4 The Joint Partnership Workforce Plan will be an overarching, high level and strategic document, designed to facilitate transformation, service challenges and change. The plan will be developed at a suitable stage in 2019, as determined by EMT, in line with the operation of the Programme Boards and finalised strategic and financial delivery plans.

3. Winter Plan

- 3.1 The NHS Tayside Winter Plan has been developed jointly with the three Health and Social Care Partnerships in Tayside. The fully developed plan was presented to the NHS Board on October 25th 2018. The 2018/19 plan builds upon learning from previous years and is held as an exemplar of good practice in Scotland. On sharing the NHS Tayside Draft Plan with Officers in PKC, some recommendations have been made to improve future collaboration across Public Bodies beyond that already seen in resilience planning.
- 3.2 The Cabinet Secretary for Health and Sport requested that IJB Chairs and Chief Officers indicate their support for the plan. Because the completed plan was not complete at the date of the last Perth and Kinross IJB meeting, Board members attending a development event in Crieff on the 26th October 2018 were given opportunity to comment upon the plan.
- 3.3 IJB members involved in the NHS Tayside Board meeting on the 25th October confirmed their support. The Plan and covering paper were distributed to all Board Members with a request for comments by return. Only one additional comment was received in support of connection with Local Authority resilience plans and in positive support of plans for enhanced services to people suffering a crisis of mental health over the festive period.

4. Joint inspection

Perth and Kinross Health and Social Care Partnership (HSCP) has been advised that there is to be a joint inspection of Adult Services by Care

Inspectorate and Health Improvement Scotland sometime during the first quarter of 2019, there have been three inspections across Scotland in this series – A Joint Inspection (Adults) – the effectiveness of strategic planning so far and we have been developing a strategic approach to preparing for this Inspection.

The main purpose of the inspection is to help P&K HSCP answer the question *“How well do we plan and commission services to achieve better outcomes for people”?*

The inspection process considers how well the HSCP is ensuring there are appropriate building blocks in place around vision, values and culture across the partnership. This includes our leadership of strategy and setting direction, operational and strategic planning arrangements (including progress towards effective joint commissioning) and improvements the partnership is making in both health and social care that have an impact on outcomes for people.

The inspection will assess the extent to which the HSCP is making progress towards efficient, effective and integrated services that are likely to lead to better experiences and improved outcomes over time. The inspectors do not evaluate how individuals and groups experience services in their area, however, they will be informed by the overall impact of improved outcomes.

When the date of the inspection is announced, we are required to provide inspectors with our Self Evaluation, an evidence log and a range of examples to illustrate good practice.

As part of the process, all HSCP staff will be invited to complete a Staff survey.

The Inspection is a two-week process:

1st week - fieldwork

- Inspectors meet with staff, senior managers, IJB members, external providers, and other stakeholders.
- Focus Group meeting and observation of our key meetings e.g. IJB/Strategic Commissioning Board/ Audit and Performance Committee/ EMT/ IMT/Locality Partnership meetings.

2nd week

- continue with fieldwork and any other scrutiny required.

4.1. SELF-EVALUATION

We are required to undertake a self-evaluation before the inspection begins. The self-evaluation (not yet ready for publication) details the HSCP journey to date, undertaking retrospective analysis that articulates key strengths, areas

for improvement and grading ourselves on how we think we have performed against the following Quality Indicators:

1. Key Performance Outcomes:

QI 1.1 improvement in integrated authority performance in both healthcare and social care.

6. Policy Development and Plans support improvements in service:

QI 6.1 Operational and strategic planning arrangements

QI 6.5 Commissioning arrangements

9. Leadership and direction that promotes partnership:

QI 9.1 Vision, values and culture across the partnership

QI 9.2 Leadership of strategy and direction

IJB members were presented with a first draft of the self-evaluation on 28 September 2018. The draft document was warmly received. Members noted self-evaluation to be critical to continuous improvement. A special meeting of the Integration Joint Board will be arranged for early January 2019 to formally consider this.

Self-evaluation:-

- Encourages reflection on practice and identifies strengths and areas for improvement;
- Recognises work being done which has a positive effect on people's lives;
- Identifies where quality needs to be maintained, where improvement is required creating focus upon work intended to achieve the best outcomes
- Provides supporting evidence to enhance the self-evaluation

The self-evaluation will be used by inspectors as a critical element of the joint inspection process. By exploring our self-evaluation, the supporting evidence and through dialogue with HSCP staff, senior managers and partners, the inspectors assess the rigour of the self evaluation document, its accuracy and provide opinion on the degree to which the approach is effective in securing improvement across the Partnership. The stronger the evidence provided, the greater confidence inspectors will have in the rigour of the self-evaluation.

5 REFRESH OF STRATEGIC PLAN

5.1 The Strategic Plan is due to be refreshed and approved by the IJB and both Partner Organisations by the end of March 2019. The refreshed plan will build upon the original plan where the original strategic ambitions remain relevant. In addition, the four Care Programme boards will contribute more detail to support modernisation and further integration of services, redressing matters of service distribution across Perth and Kinross where historical location of services is no longer sensitive to the population need.

- Older People and Unscheduled Care
- Mental Health and Well-being
- Primary Care
- Carer Support

- 5.2 The refreshed Strategic Plan will consider, sustainability and affordability. It will fully evaluate the workforce planning requirements.
- 5.3 This work will be developed in partnership with service users, carers and staff and overseen by the Strategic Planning Board

Author(s)

Name	Designation	Contact Details
Robert Packham	Chief Officer	robertpackham@nhs.net

NOTE: No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information), were relied on to any material extent in preparing this report.