

Agenda Item 7

Strategic Plan 2019-2022

Title/Subject: Strategic Plan 2019-2022
Meeting: IJB Clinical and Care Governance Committee
Date: 20 June 2019
Submitted by: Programme Manager
Action: For Decision

1. INTRODUCTION

- 1.1. The report presents the Strategic Plan 2019 – 2022 for the Clinical and Care Governance (CCG) Committee to consider the outcomes and priorities and how they relate to the remit of the Committee.
- 1.2. The report invites the CCG Committee to consider their role in the delivery of the outcomes and the importance of collective focus to drive improvement, seek assurance and focus resource and how the CCG work plan will contribute to the success of the Strategic Plan.

2. RECOMMENDATION

The Clinical and Care Governance Committee is asked to:

- 2.1. note the Strategic Plan 2019 – 2022 and consider how the plan relates to the remit of the Committee
- 2.2. consider the role of the CCG Committee regarding the delivery of the outcomes and the importance of collective focus to drive improvement, seek assurance and focus resource.
- 2.3. consider how the CCG work plan will contribute to the success of the plan.

3. BACKGROUND

- 3.1. The Public Bodies (Joint Working) Scotland Act 2014 section 29 (1) requires Integration Joint Boards to produce a Strategic (Commissioning) Plan. This is in relation to the functions delegated to it by the Council and NHS Board. This will enable the IJB, through its Strategic Plan, to deliver on the priorities across the partnership area.

- 3.2. The Strategic Plan describes how the IJB will plan and deliver services for the Falkirk area over the medium term, using the integrated budgets under their control. It will also set out how the IJB will deliver the national outcomes for health and wellbeing, and achieve the core aims of integration to:
- improve the quality and consistency of services for people and their families
 - provide seamless, integrated, quality health and social care services in order to care for people in their homes, or a homely setting, where it is safe to do so
 - ensure resources are used effectively and efficiently to deliver services that meet the needs of the increasing number of people with long term conditions and often complex needs, many of whom are older.
- 3.3. The regular IJB Performance Reports ensure the Board fulfils its ongoing responsibility to ensure effective monitoring and reporting on the delivery of services and performance against relevant targets and measures set out in the Strategic Plan.
- 3.4. The Annual Performance Report provides a mechanism to report performance against the Strategic Plan. This ensures that performance is open and accountable and sets out an assessment of performance in carrying out the integration functions.

4. HSCP STRATEGIC PLAN 2019 - 2022

- 4.1. The Board approved the Strategic Plan 2019 - 2022 at their meeting on 5 April 2019.
- 4.2. In response to a request by the Board, the Strategic Plan has been presented to NHS Forth Valley P&R Committee and Falkirk Council on 30 April and 8 May 2019 respectively. The purpose was to raise awareness of the plan and the agreed direction to redesign integrated health and social care services to better support people and communities.
- 4.3. In developing the plan, the Board and Strategic Planning Group held a shared view that the vision and main strategic direction set out within the first Strategic Plan remained broadly relevant, with updates required to the local vision, outcomes and priorities. The development of the new Plan has therefore been built on this as a foundation and ensures consistency of key messages to the public, workforce and partners. This also enables the Partnership to build on the whole system approach adopted over the period of the first plan.
- 4.4. The agreed vision and outcomes are:
- **Vision:** *to enable people in Falkirk HSCP area to live full and positive lives within supportive and inclusive communities*

- **Outcomes**
 - **Self-Management:** Individuals, their carers and families can plan and manage their own health, care and well-being. Where supports are required, people have control and choice over what and how care is provided
 - **Safe:** High quality health and social care services are delivered that promote keeping people safe and well for longer
 - **Experience:** People have a fair and positive experience of health and social care, delivered by a supported workforce that are skilled, committed, motivated and valued
 - **Strong Sustainable Communities:** Individuals and communities are resilient and empowered with a range of supports in place that are accessible and reduce health and social inequalities

4.5. The strategic priorities set out in the plan are:

- Deliver local health and social care services, including Primary Care, through enabled communities and workforce
- Ensure carers are supported in their caring role
- Early intervention, prevention and harm reduction that:
 - improve people’s mental health and wellbeing
 - improve support for people with substance use issues, their families and communities
 - reduce the impact of health and social inequalities on individuals and communities
- Make better use of technology to support the delivery of health and social care services.

4.6. **Integrated Workforce Plan**

The Partnership published an Integrated Workforce Plan 2016-2019, with the strategic aim to support the delivery of the Strategic Plan through the development of the joint workforce.

4.7. In developing the refreshed Plan, the workforce was identified as key to deliver the ambitions of the Partnership, and there was a commitment to ensure they were supported, skilled and valued in the work that they do. This was reflected in the strategic outcome “Experience” and enabling the workforce is identified across all four strategic priorities.

- 4.8. Further work is required to develop a new Integrated Workforce Plan. This will need to take into account the self-evaluation findings against the recent publications of the Audit Scotland and Ministerial Strategic Group reports on the progress of integration.
- 4.9. These reports identify the development of robust workforce plans as pivotal to the success of effective collaborative working arrangements in health and social care partnerships. This includes effective planning with partner organisations in the Third and independent sectors. The new plan will also need to be informed by the planned work to enable the transfer of health services into the Partnership.

5. CLINICAL AND CARE GOVERNANCE

- 5.1. The national [IJB Clinical and Care Governance Framework](#) has been developed on the understanding that Integration Authorities (IA's) will build on the existing professional and service governance arrangements already in place within Health Boards and Local Authorities for those integrated services which will be the responsibility of IA's. It provides an overview of the key elements and principles that should be reflected in the clinical and care governance processes implemented by IA's.
- 5.2. The framework describes clinical and care governance as *“the process by which accountability for the quality of health and social care is monitored and assured. It should create a culture where delivery of the highest quality of care and support is understood to be the responsibility of everyone working in the organisation - built upon partnership and collaboration within teams and between health and social care professionals and managers”*.
- 5.3. Governance and accountability in an integrated partnership and service is complex given there are a number of bodies responsible for governance with three core elements:
- individual professional accountability for the quality of practice (work), in line with the requirements of the relevant professional regulatory bodies
 - accountability of individual professionals to the requirements of the organisation in which they work
 - accountability of senior officers for the organisations performance, and more widely for the quality of the provision of services to the people it serves.
- 5.4. The Falkirk IJB Clinical and Care Governance (CCG) Committee oversee quality of care provided, reporting to the IJB. This provides assurance to the Board, NHS Forth Valley and Falkirk Council that clinical and care governance as part of the planning and delivery of services is being delivered effectively.

- 5.5. The CCG Committee is responsible for ensuring that the five key principles outlined in the national framework are delivered:
- the partnership has clearly defined governance functions and roles are performed effectively
 - values of openness and accountability are promoted and demonstrated through actions
 - informed and transparent decisions are taken to ensure continuous quality improvement
 - staff are supported and developed
 - all actions are focused on the provision of high quality, safe, effective and person-centred services underpinned by a human rights based ethos.
- 5.6. Taking into account the Strategic Plan and the five key principles set out at 5.5. the CCG Committee may want to consider aligning their work plan with the Strategic Plan outcomes. An example of how this could work is set out below at sections 5.6 and 5.7 for discussion:

Example key workplan areas	Links to Strategic Plan outcome
Person-centred health and care	Self-management Experience
Safety – people, carers, communities, employees	Self-management Safe
Effectiveness – of clinical and care interventions	Safe Experience
Capacity and flow	Self-management Safe Strong sustainable communities

- 5.7. Considering how these example areas could be developed further, reports for these areas would be developed for the scrutiny and focus of the CCG Committee as set out below:

Example key workplan areas	CCG Committee reports
Person-centred health and care	<ul style="list-style-type: none"> ▪ Feedback ▪ SPSO update and complaints analysis ▪ Compliments ▪ Professional Advisor updates – CSWO, Medical Director, Lead GP, Nurse Director, Lead AHP

Example key workplan areas	CCG Committee reports
Safety – people, carers, communities, employees	<ul style="list-style-type: none"> ▪ Adverse event reports ▪ ASP Committee reports/minutes ▪ Public Protection Board reports/minutes ▪ Care Inspectorate reports ▪ NHS FV CCG Committee reports/minutes ▪ Mental Welfare Commission reports ▪ Healthcare Improvement Scotland reports ▪ Relevant national reports ▪ Audits of employee supervision; personal development, training needs analysis ▪ Update reports on related plans e.g. NHS FV Person Centred Health & Care Strategy 2018 – 2020; Equality Outcomes and Mainstreaming Reports ▪ Staffing and staff management ▪ Workforce – policy, training and development and safe staffing ▪ Safety Action Notices
Effectiveness – of clinical and care interventions	<ul style="list-style-type: none"> ▪ Update on management on relevant policies and procedures ▪ Audit of patient and service users case records ▪ Chief Medical Officer annual report ▪
Capacity and flow	<ul style="list-style-type: none"> ▪ Day of Care audits ▪ Winter planning.

5.8. The Clinical and Care Governance Committee may want to consider what support it requires to undertake its required functions and responsibilities. The IJB has previously received reports noting capacity issues, and the requirement to finalise a Support Services Agreement. It is suggested that considerations will need to include how existing quality assurance support in the partner organisations can support the Committee. This would also need to take into consideration the capability of systems to produce reports and the capacity of partners to produce regular reports.

6. CONCLUSIONS

- 6.1. The establishment and continuous review of robust arrangements for Clinical and Care Governance is essential to the delivery of statutory, policy and professional requirements and the delivery of the Strategic Plan.
- 6.2. The report sets out the Strategic Plan 2019 – 2022 and Clinical and Care Governance issues for consideration and discussion.

Resource Implications

Dependent on the considerations of the CCG Committee, there may be additional capacity required from Falkirk Council and NHS Forth Valley to support the work of the Committee. This will need to be considered in conjunction with the development of capacity for the partnership.

Impact on IJB outcomes and priorities

The report relates to the Strategic Plan and will ensure the partnership is continuing to work towards local outcomes and priorities.

Legal and Risk Implications

The operation of a Clinical and Care Governance Framework will meet the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014 and the Falkirk Health and Social Care Integration Scheme.

Consultation

This is not required for the report.

Equalities Assessment

This is not required for the report.

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Date: 10 June 2019

List of Background Papers: