

Meeting:	Grampian NHS Board Meeting
Meeting date:	7 October 2021
Item Number:	9
Title:	Strategy Development – A Plan for Our Future (2022 – 2028)
Responsible Executive/Non-Executive:	Adam Coldwells, Director of Strategy & Deputy Chief Executive
Report Author:	Adam Coldwells

1 Purpose

This is presented to the Board for:

- Decision
- Endorsement

This report relates to an:

- NHS Board/Integration Joint Board Strategy or Direction

This aligns to the following NHSScotland quality ambition(s):

- Safe
- Effective
- Person Centred

2 Report summary

2.1 Situation

NHS Grampian (along with the people of Grampian) is developing a strategic plan “A plan for our future (2022-2028)” to build on “The Grampian Clinical Strategy 2016-2021”. The new strategic plan will set the direction for the organisation which, in turn, focuses the efforts of all within our organisation towards a common set of goals in line with Scotland’s Framework for Recovery.

NHS Grampian, along with the three Integration Joint Boards, is currently experiencing significant pressure in the delivery of services. The development of the Plan for the Future remains a priority, however, as it is critical that we continue to offer a longer term future plan which will create sustainable options for the health and care system in the north east of Scotland. The development of a new strategy during periods of such high pressure for the delivery of today’s services presents a natural tension for everyone within the health and care system. However, our approach to the

ongoing development of the Plan for the Future is very cognisant of this tension and we remain ready to adapt our approach if it is required as we have been from the inception. However, the extremely positive level of response from our staff in Phase I, indicated that there was a real interest and recognition of the importance of the development of the longer term plan. Throughout Phase II we will monitor and be sensitive to the ability of staff to engage with us; we are also aware from feedback from many staff, that the opportunity to 'step away' for a brief period to think about the future offers a very positive experience.

The second concern, associated with periods of intense pressure, is that the opportunity to move the system forward in a strategic direction is hampered. The Executive Team is very aware of the expectation that will be associated with publication of the Plan for the Future. A key part of the ongoing preparation for the publication will be the delivery plan and ensuring that this is both ambitious but realistic. This will be one of the key areas for discussion at the February 2022 Board meeting to establish the rate of change that the whole Board believes is both appropriate and achievable, balancing all of the pressures across the system.

The Board agreed to receive an update on the progress of the strategy development at each of its meetings up to the scheduled completion of the strategy, which will be considered at the February 2022 Board meeting.

2.2 Background

The Board received a comprehensive update (5th August 2021), concentrating on four aspects of the strategy development:

- a focus on inclusivity, engagement (beyond consultation) and the proactive approach to hearing the 'seldom heard'
- detailed explanation and description of the methodology for engaging staff, the public and our partners and a reminder of the timeline for the strategy development
- assurance from its Engagement and Participation Committee that the approach to engagement was robust
- clarity on the mechanisms for Board members to provide leadership to the strategy development

2.3 Assessment

At the August 2021 Board it was agreed that this update would concentrate on three things, namely:

- the "package" that will come forward to the Board in February 2022
- an update from the Phase I engagement process
- an overview of the approach to the Phase II engagement process

The “package” for the publication of the strategy

The aim is to publish the “Plan for the future 2022-28” as a package comprising a number of key elements which make it more comprehensive and robust than if we publish the strategic intent alone. The aim is to have the following items within the package:

1. Strategic intent
2. Outcomes (including the performance approach)
3. Delivery Plan (three year operational plan from April 2022)
4. Medium Term Financial Strategy
5. People and Culture Strategy (three things = sustainable workforce, culture and staff experience, health, safety and wellbeing. This will include the three-year Integrated Workforce Plan being submitted to Scottish Government in April 2022)
6. Infrastructure Plan
7. Leadership Model
8. Enablers (especially digital strategy and innovation)
9. Ongoing and future approach to engagement and co-production
10. Risk assessment of the plan

Other important issues which have been raised by people and which will be included or referenced within the various aspects of the package include:

- Sustainability / net zero carbon / inequalities
- Communication and engagement
- Education
- Transport
- Housing
- Employment

2.3.1 Strategic Intent

This will set out what is important to the organisation, its staff, its partners and the public. This work will be derived from the extensive two-phase engagement conducted during 2021 which is seeking, initially, to understand what is important to people and then, secondly, to establish how these important things can be progressed. This strategic intent will set the direction that the organisation will follow and will become the key “hooks” that all of the organisational decisions are hung on; as we enter a post-pandemic period with, one imagines, considerable financial constraint then the ability to prioritise the organisational activity against the strategic intent becomes extraordinarily important.

The strategic intent will aim to be closely aligned with that of the three Integration Joint Boards (Aberdeen City, Aberdeenshire and Moray) ensuring a cohesive and consistent direction of travel for health and care within the north east of Scotland.

2.3.2 Outcomes

From the strategic intent we will describe a series of outcomes which, if delivered successfully, will ensure progress in-line with the organisation’s direction. The outcomes are likely to be tiered with some high level critical issues supported by a series of sub-outcomes or sub-measures which contribute to their successful delivery. All outcomes will be measurable.

By the nature of the outcomes development they will all be of interest to the public and will form the basis of our published data sets.

2.3.3 Delivery Plan

This will set out a 3-year approach to deliver the strategic aims and the outcomes. This delivery plan will be renewed each year ensuring progress towards the end of the “Plan for the Future 2022-28” is created in a dynamic and progressive manner. This delivery plan will fulfil the requirements of Scottish Government (SG) and ostensibly forms the contract between SG and NHS Grampian.

2.3.4 Medium Term Financial Strategy (MTFS)

The MTFS will describe the financial journey to take NHS Grampian from our current position to the destination described by the strategic intent. In simple terms it will fulfil two functions:

Firstly, the plan will describe the current financial position for NHS Grampian and make a series of estimates to describe the likely income and expenditure for the next six year period. This is very high level and broadly describes the potential pay profile, likely income from SG etc. This profile will help us to understand if we will be needing to make savings or if we are likely to have scope for investment.

Secondly, and most excitingly, the MTFS will set out the profile for our current spend and, against the strategic intent, will describe the spend profile which we wish to have in ten years' time. This profiling will support us to make decisions about how we need to move resources within our system and the extent to which we need to redesign services. This profile will help prompt very challenging questions about how we deliver services and, one expects, the need for us to deliver services both “better” and “cheaper” so that we can invest in areas of development which will change the health profile of the population.

2.3.5 People & Culture Plan

The people & Culture Plan will explore three key areas of work and delivery

1. A sustainable workforce
2. Culture and staff experience
3. Health, safety and wellbeing

As part of this package we will present the three-year integrated workforce plan (for NHS Grampian and the three Health and Social Care Partnerships) which will be shared with Scottish Government.

The team are very aware that the current description of ‘people and culture’ is inward looking to our staff groups. The team are considering how, best, to include the wider people and culture considerations for our whole population. The team recognise the importance of this and the desire to move to our people powered health system.

2.3.6 Infrastructure plan

The infrastructure plan will achieve two aims; firstly, it will set out the investments for the next five years and secondly, it will describe the proposed approach to infrastructure for the next 25 year period.

2.3.7 Leadership model

The development of the portfolio approach is fundamentally about the leadership model to deliver the transformation of the NHS Grampian system. Within the ‘package’ will be an

update on the progress to that point and clear indications of the leadership and system development for the following six years which will be described within the strategy. The transformation within our system will be dependent upon leadership and the need for our approach to change is clearly understood.

2.3.8 Enablers

The package will include specific reference to ‘enablers’ for the delivery of the future plan. Key to this will be creating specific links and updates on the delivery of the digital plan which was agreed by the Board in 2020.

2.3.9 Ongoing and future approach to engagement and co-production

One aspect of the Phase II engagement will be some experimentation about how we can work more meaningfully with the public and communities. The aim is that this will help inform how we have an ongoing and open relationship with the public making our engagement and co-production an ‘open-ended’ and dynamic process rather than just a ‘moment in time’. This is expanded further in section 5.3 below.

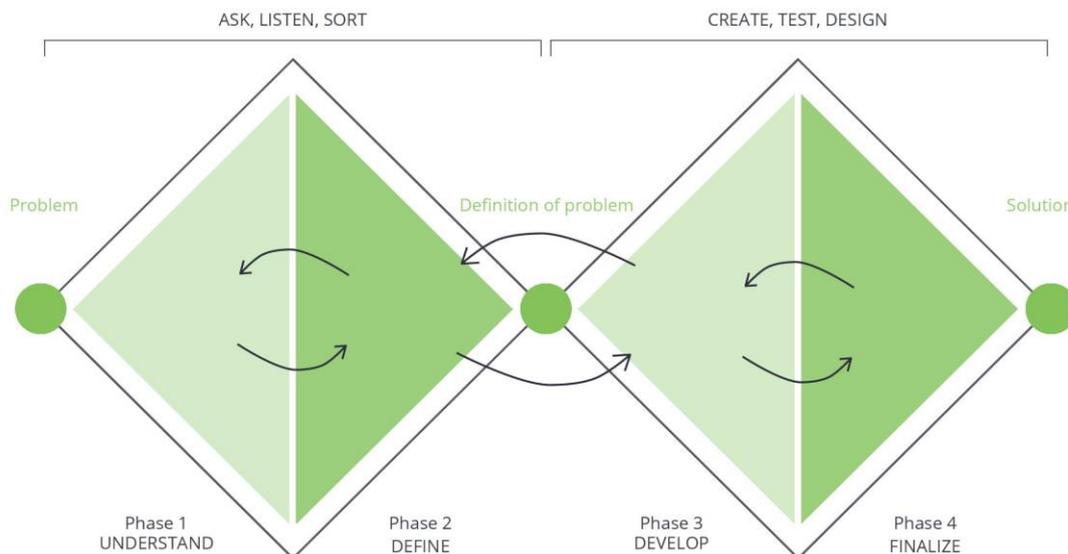
2.3.10 Risk assessment of the plan

We will develop a risk assessment of the plan. The section will also include our formal consideration of both the Equalities Duties and also the Fairer Scotland Duties.

2.4 Update from Phase I Engagement

The process of engagement for the strategy is based on the Scottish Approach to Service Design, which promotes the use of the Double Diamond Process outlined below.

THE DOUBLE DIAMOND PROCESS
UX DESIGN



Phase 1 engagement launched on 28 June 2021 with the survey closing on 31 August 2021 with a total of 3905 responses (of which 2113 were full responses for analysis). The purpose of this first wave of wide stakeholder engagement was to seek to understand what matters to people (public, service users, our staff and partners), via the survey and bespoke engagement sessions for different audiences.

Throughout Phase 1, regular updates have been provided to the Grampian Area Partnership Forum (GAPF), Area Clinical Forum (ACF) and Engagement Participation Committee (EPC) and a number of engagement sessions undertaken with key partners across the NE including HSCPs, community planning partners and Community Councils.

This intensive period of engagement and close collaboration with partners enabled us to extend our reach by utilising a cascade and targeted approach via multiple networks which resulted in a substantial increase in public responses to the survey during August. A breakdown of survey responses, engagement sessions, webpage views and social media contacts is summarised below:-

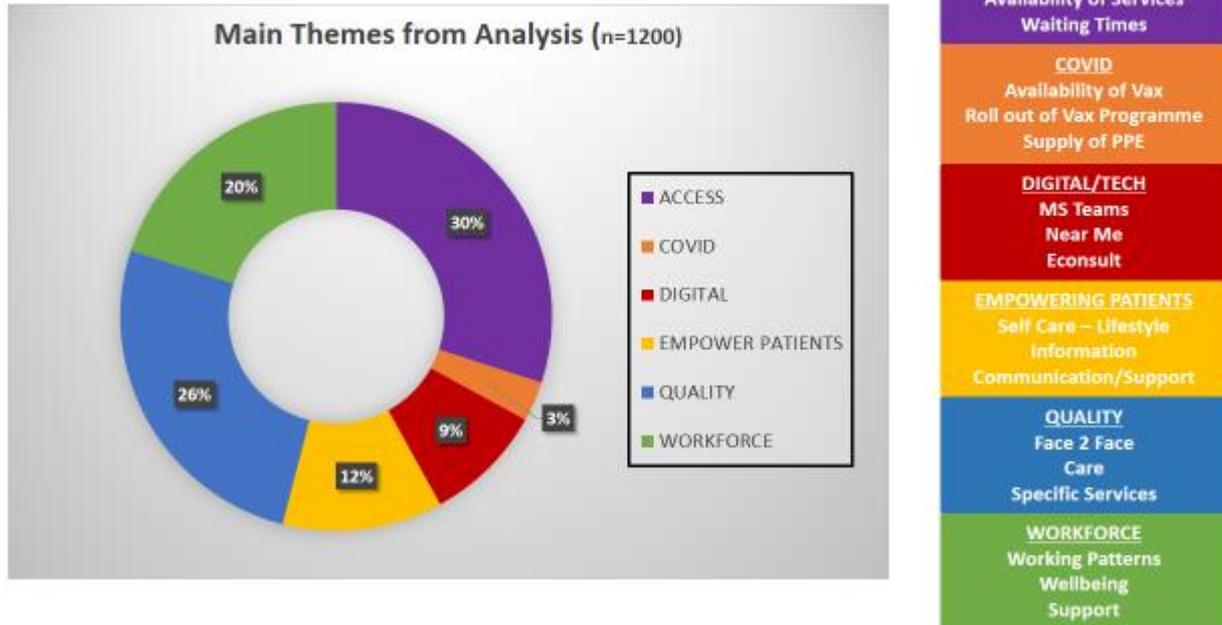
Engagement Phase 1 so far...



The survey and engagement sessions have resulted in an unprecedented and significant amount of qualitative data from public and staff. Analysis of this data remains underway using an agreed methodology and NVivo qualitative data analysis software.

Emerging Themes from Review of Survey Data

Whilst halfway through the analysis process, six high level themes were identified as important to people based on feedback received and are shown below:-



Ongoing analysis of responses (as at 28 September 2021) has not identified any additional high level themes not already outlined above.

Preparation is now underway to feedback the results of Phase 1 engagement including the themes and sub themes identified and to work with stakeholders to agree the areas for further focus in Phase 2. This will include agreeing the mechanisms for engagement which will move us along the Double Diamond Process and enable co-creation with our staff, public, users of services and partners as we work together to identify and find solutions to the important and 'wicked' issues as described in our approach for Phase II.

2.5 Approach to Phase II Engagement

Whilst the focus for Phase I has been to explore what matters to people, in Phase II we will define the problems/issues identified through systematic analysis of that data.

We will need to explore possible solutions to the problems with the public, through firstly communicating back what we have heard, checking if this is correct and then co-designing solutions together, before prioritising and developing these solutions.

Key to success of Phase II will be ongoing dialogue and relationship building:

- **Candid Conversations** – Re-framing the situation, enabling the public to have informed opinions, raising awareness of realistic medicine, pressures and the issues faced.

- **Bringing in Emotions** – Through narrative persuasion, telling service user and patient journey stories, staff stories and experiences, and bringing in emotional touch points.
- **Appreciative Lens** - Celebrating what has worked well, despite the stress everyone has been under, ensuring the full focus is not what doesn't work well and learn from what works well.
- **Radical Thinking**– Seeking the 'light bulb' solutions when generating ideas for improvement, be more experimental and not shy away from using feedback to generate a two-way conversation.
- **'Wicked Issue' Exploring** – With public and staff, choose two or three wicked issues that have been highlighted through Phase 1, pose them as questions and explore solutions together, “how could/can we...”.

The planning for Phase II will be further guided by what we have heard during Phase I. To ensure the conversation continues and our reach grows we will need to share back the high level themes that have come through to allow the public and staff to validate that they can see their experiences in there. It is vital that this information is fed back in an easy to understand, visual way that is accessible to all, and that sufficient time is factored in to allow this to be achieved in an inclusive and meaningful way.

Our approach to Phase II engagement will be a continuation of ongoing dialogue with public, staff and partners to understand the key messages of what is important and work together to develop emerging outcomes and key priorities which will form the detail of our Plan for the Future.

3 Route to the Meeting

Whilst this paper has not been considered by any Board Committee the work described in this paper is being assured through the Engagement & Participation Committee of the Board.

4 Recommendation

The Board is asked to:

1. Agree to the 'package' being proposed for the publication of its “Plan for the Future 2022-28”
2. Endorse the current, and very draft, understanding of what has been shared by the public, partners and staff through the Phase I engagement exercise
3. Agree to the approach being proposed for the Phase II engagement
4. Confirm that it remains happy to receive a further update at its December 2021 meeting