

Greater Glasgow and Clyde NHS Board

Board Meeting

21 February 2017

Board Paper No. 17/13

Head of Administration

Setting the Agenda – The NHSGGC Board Work Programme for 2017/18

Recommendations: The NHS Board is asked to -

1. Approve the proposal to introduce and develop an NHSGGC Board Work Programme; and
2. Note that an initial version of a 2017/18 NHSGGC Board Work Programme be submitted to the Board Seminar in March 2017 for discussion and thereafter to the Board meeting in May 2017 for approval.

1. Purpose

- 1.1 To seek agreement to Officers preparing a NHSGGC Work Programme for 2017/18 on the wide range of activities being commissioned by NHS Greater Glasgow & Clyde Board in order to deliver the NHS Board's ambition for the organisation.

2. Background

- 2.1. At the NHS Board Away Day on the 1st of November 2016, Board Members discussed the role of the NHS Board, their ambition for NHS Greater Glasgow and Clyde (NHSGGC), and the challenges faced, now and in the future.
- 2.2 This paper describes the outcomes from these discussions by the NHS Board to meet those challenges and deliver that ambition. It recommends that the key activities be identified and brought together into a NHSGGC Board Work Programme and once approved, be managed as part of a structured programme delivered by the executive team with appropriate direction, support and oversight from the NHS Board.

3. The Role of the NHS Board

- 3.1 The role of the NHS Board was agreed as being threefold:
 - Formulating strategy;
 - Ensuring accountability; and
 - Shaping Culture.

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- 3.2 The NHS Board's should provide effective leadership, direction, support and guidance to the organisation to ensure Ministerial policies and priorities are implemented. The Chief Executive and the executive team are responsible for the organisation and management and staffing of the NHS Board.
- 3.3 Therefore, the Board's work programme of activities will be structured under three headings:
- Strategy (design and development);
 - Governance; and
 - Leadership & Culture.
- 3.4 This is also consistent with the Scottish Government's appraisal process for Non-Executive Board Members.
- 3.5 The Board has amassed a wealth of strategy activity and will want, in time, to adopt a light touch approach to reviewing the detail going forward. The production of an outcome focussed programme plan, which was subject to internal performance management by the executive team and then assurance and scrutiny by the NHS Board would enable the Board to discharge its function in this area.

4. The NHS Board's Ambition

- 4.1 The NHS Board's ambition was confirmed as follows:
- Improving the Health of the Population;
 - Improving the Quality of Healthcare; and
 - Achieving value and financial sustainability.
- 4.2 Since the November Away Day further discussions have suggested that rather than simply see success as delivering these three aims, steps should also be taken to make NHSGGC a great place to work.
- 4.3 The need to create a great place to work (an organisation that is built on trust, encourages engagement and seeks continual improvement through robust performance management) comes from the belief that a successful organisation is one which has the capability to continuously improve performance, whether or not resources are increased, stay the same or are reduced and a great place to work only exists when the organisation's culture is one that encourages employees at all levels to actively engage with the organisation.
- 4.4 It has been suggested that to make a difference to how people feel about the organisation, the NHS Board needs to commit to creating a culture that empowers and involves the workforce. Therefore, the Board Chair has proposed that the NHS Board's ambition should include a fourth aim:
- Creating a great place to work

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4.5 With this inclusion the NHS Board Work Programme's activities have been linked to:

- Better Health;
- Better Care;
- Better Value; and
- Better Workplace.

5. The Challenges

5.1 At the November Away Day Board Members identified the following challenges:

- Setting the direction;
- Designing the organisation;
- Developing the necessary capability and capacity; and
- Delivering the required results.

5.2 However the biggest challenge facing the NHS Board is to deliver quality health and social care within budget while implementing the changes necessary to deliver our ambition for the future.

5.3 The NHSGGC Board's Work Programme of activities will aim to meet these challenges; will be a live and flexible document and will in future cover more than just a single year.

5.4 By having a structured approach to managing the relationship between the NHS Board and the executive team, this should ensure effective and transparent governance arrangements are in place with clarity around the distinct but complementary roles and responsibilities of the NHS Board's and the executive team.

5.5 Having a well-defined and regularly updated NHS Board Work Programme will also assist the NHS Board in communicating its ambition and plans to change the organisation in order to achieve that ambition with all key stakeholders in order to secure their support. These include:

- The Scottish Government;
- The Public;
- Our Staff;
- The Health & Social Care Partnerships;
- The other NHS Scotland Boards;
- The Local Authorities;
- The Third Sector; and
- The Voluntary Sector.

5.6 Responsibility for developing a Communications Strategy to take this forward forms part of the programme and will be the responsibility of the Director of Corporate Communications.

6. The NHSGGC Board Work Programme for 2017/18

- 6.1 The NHSGGC Board Work Programme of activities will be developed by the executive team and will be presented to the NHS Board Seminar in March 2017 for discussion. It will include some initiatives that form part of the NHS Scotland Transformational Programme. One of the benefits of this approach will be that a clearer picture should emerge of any possible sensitive issues and that will assist in flagging such matters early to the Scottish Ministers.
- 6.2 Each of the activities included in the Board Work Programme will be owned by one of the executive team and advice, support and oversight at Non-Executive level will be allocated to either the main NHS Board or to the relevant Standing Committees.
- 6.3 The timescale and approach to engagement with the NHS Board on the various activities will be as suggested by the appropriate lead Director/Chief Officer.
- 6.4 Once approved, the Head of Administration will assume responsibility for the maintenance and development of the NHSGGC Board Work Programme and will report to the senior management team and the NHS Board on a six-monthly basis.
- 6.5 The development of the NHSGGC Board Work Programme proposed for 2017/18 will be discussed with the new Chief Executive following their appointment. The finalised version will of the NHS Board Work Programme will then be submitted to the NHS Board meeting in May 2017 for approval.

7. Conclusions

- 7.1 Introducing and developing a structured NHSGGC Board Work Programme of activities will help the NHS Board deliver its responsibilities and achieve its ambition for NHSGGC.
- 7.2 A fully developed NHSGGC Board Work Programme will also assist the Board Chair and Chief Executive in managing the relationship between the Board and the executive team. An example of the shape and design of the NHSGGC Work Programme is attached as Appendix A.

8. Recommendations

- 8.1 The NHS Board are asked to consider and agree the proposal to introduce and develop a NHSGGC Board Work Programme.
- 8.2 Agree that an initial version of a 2017/18 NHSGGC Board Work Programme be submitted to the Board Seminar in March 2017 for discussion and thereafter to the Board meeting in May 2017 for approval.

John C Hamilton
Head of Administration
0141 201 4608

