

NHS Greater Glasgow & Clyde



NHSGGC Board

Jane Grant, Chief Executive

19th February 2019

Paper No: 19/11

Title

NHSGGC Corporate Objectives 2019-20.

Recommendation

That the Board approve the Corporate Objectives for 2019-20.

Purpose of Paper

To seek Board approval for the attached Corporate Objectives for 2019-20.

Key Issues to be considered

The attached document sets out proposed Corporate Objectives for 2019-20. The draft Corporate Objectives were considered at the Board Development session in November 2018 and again at the Board Seminar in January 2019, and are set around the key themes of Better Care, Better Health, Better Value and Better Workplace. At the Seminar, Board members were asked to consider the draft objectives and provide any further issues for inclusion. Since the Seminar discussion, the Board's Corporate Management Team have developed the draft Corporate Objectives further, and they are now presented to the Board for approval.

Any Patient Safety /Patient Experience Issues

The safety of patient care and experience are core to objectives under the 'Ambition of Better Care'.

Any Financial Implications from this Paper

Corporate objectives require to link to the Financial Plan as part of the 'Better Value Ambition'.

Any Staffing Implications from this Paper

The objectives under the 'Better Workplace Ambition' detail the workforce focus.

Any Equality Implications from this Paper

Nil noted.

Any Health Inequalities Implications from this Paper

Focus on health inequalities are detailed under the 'Ambition of Better Health'.

Has a Risk Assessment been carried out for this issue? If yes, please detail the outcome.

Not as yet.

Highlight the Corporate Plan priorities to which your paper relates

This paper presents the Corporate Objectives from which a plan will follow.

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NHS GGC CORPORATE OBJECTIVES 2019-2020

AMBITION	Objective
Better Care	<p data-bbox="443 286 703 320">Quality and Safety</p> <ul data-bbox="491 353 1487 1093" style="list-style-type: none"> <li data-bbox="491 353 1487 421">• Implement the NHS GGC Quality Strategy, focussing on year 1 priorities. <li data-bbox="491 454 1487 589">• Continue to implement 'Best Start' (National Maternity and Neonatal review) in accordance with the national timeframe, including the progression of the continuity of care model in Clyde and the neonatal pilot. <li data-bbox="491 622 1487 790">• Continue to redesign the service across hospital, care home and community settings to reduce demand on acute hospital services, and reduce unscheduled demand by up to 5%, in relation to ED attendances, GP referrals for assessment, emergency admissions and unscheduled bed days. <li data-bbox="491 824 1487 925">• Deliver the HEAT standards to the agreed level of performance including the elective and cancer waiting times, CAMHs and Psychological Therapies, ED 4 hour target and delayed discharges. <li data-bbox="491 958 1487 1093">• Review the approach to Infection Prevention and Control to ensure a systematic and effective process is in place at all levels and across all areas within the organisation. Continue to work with external agencies to secure further improvements for patients. <p data-bbox="443 1126 807 1160">Moving Forward Together</p> <ul data-bbox="491 1193 1487 1798" style="list-style-type: none"> <li data-bbox="491 1193 1487 1261">• Major Trauma Centre – implement the plan to establish the MTC in line with National and Regional agreed timescales. <li data-bbox="491 1294 1487 1395">• Deliver the NHS GGC elements of the West of Scotland Regional Planning Systemic Anti-Cancer Therapy (SACT) Strategy, in line with the agreed regional approach. <li data-bbox="491 1429 1487 1496">• Implement the initial MFT workstream agreed priorities, with clear timescales, potential impact and associated financial implications. <li data-bbox="491 1529 1487 1630">• Within the regional West of Scotland priorities, contribute to the redesign of Urology, Ophthalmology and Vascular services in the West of Scotland. <li data-bbox="491 1664 1487 1798">• Working across the whole system, redesign Patient Pathways in line with Realistic Medicine and, in particular, further develop the COPD pathway. Review and implement the next tranche of pathways in line with the shift in the balance of care. <p data-bbox="443 1832 719 1865">Public Engagement</p> <ul data-bbox="491 1899 1487 2000" style="list-style-type: none"> <li data-bbox="491 1899 1487 2000">• Further develop the work with key stakeholders to enhance the external reputation of NHSGG&C, including the establishment of a comprehensive public engagement programme associated with MFT.

AMBITION	Objective
	<ul style="list-style-type: none"> Establish regular forums for engagement with all elected members.
Better Health	<p>Public Health Priorities</p> <ul style="list-style-type: none"> Implement changes to screening programmes in line with NHS Scotland policy, including the introduction of high risk Human Papilloma Virus primary testing in cervical screening and the introduction of non-invasive prenatal testing (NIPT) in pregnancy screening. Develop and implement local plans in line with the national Type 2 Diabetes prevention framework to increase the engagement of people who are at risk of disease. Continue to treat patients with Hepatitis C infection in line with Scottish Government targets with an increased focus on case-finding and re-engagement. Develop and implement a revised Drugs and Alcohol Prevention Framework and support implementation across the six HSCP / ADP areas. Produce and implement joint reports and plans on tackling child poverty including maintaining and developing the healthier, wealthier children programme and exploring how to use our role as an employer and procurer of goods and services to help tackle child poverty. Working with, and learning from, the national taskforce on child and adolescent mental health, implement training programmes on mental well-being, expand digital approaches to mental well-being, work with education on implementing school counselling. Fully embed the vaccination transformation programme for pre-school vaccination, complete the planning and commence implementation of the pregnancy programme and develop a new model for the adult programme. In conjunction with the West of Scotland regional planning process, develop a cost-effective regional model for rape and sexual assault service based on a hub and spoke model. Continue to implement the Public Health Strategy Turning the Tide Through Prevention including the development and implementation of a joint work programme with Glasgow City Council based on the Public Health Summit of January 2019. <p>Planning and Integration</p> <ul style="list-style-type: none"> Focus work to increase the pace to deliver the benefits of integration and shift the balance of care in line with the Ministerial Steering Group Report; 'Review of Progress with Integration and Social Care'. Ensure the benefits of Innovation and Research are realised, through the WoS Academic Health Science Partnership and other local initiatives, within an overarching, agreed NHS GGC plan.

AMBITION	Objective
Better Value	<p data-bbox="443 297 794 331">Finance and Governance</p> <ul data-bbox="443 365 1487 813" style="list-style-type: none"> <li data-bbox="443 365 1487 432">• Finalise the three year Financial and Capital Plan and develop detailed plans to return NHS GGC to recurring balance. <li data-bbox="443 465 1487 533">• Met the key Financial Targets for 2019/20 within an agreed profile, including the mainstreaming of the Financial Improvement process. <li data-bbox="443 566 1487 678">• Conclude the review of the Capital Plan and ensure all projects are aligned to the NHS Board’s strategic objectives and emerging issues from Moving Forward Together. <li data-bbox="443 712 1487 813">• Implement the national Blueprint for Good Governance Scottish Government (DL (2019)02) and align the NHS Board’s cultural work to this blueprint. <p data-bbox="443 846 611 880">Digital Care</p> <ul data-bbox="443 913 1487 1328" style="list-style-type: none"> <li data-bbox="443 913 1487 1048">• Deliver the Digital Health and Care workplan and associated financial strategy, in support of the NHS GGC digital strategy, including the delivery of the key national Digital Programmes – Office 365, GP IT & CHI and Child Health. <li data-bbox="443 1081 1487 1193">• Review the potential to increase remote and self-care through virtual consultations and advice, where clinically appropriate, with the production of a comprehensive plan to identify the overall potential in this area. <li data-bbox="443 1227 1487 1328">• Ensure NHS GGC plays a leading role in supporting Digital Innovation, locally, regionally and nationally (including ICAIRD and the WOS Innovation programme).
AMBITION	Objective
Better Workplace	<p data-bbox="443 1420 603 1453">Leadership</p> <ul data-bbox="499 1487 1487 1666" style="list-style-type: none"> <li data-bbox="499 1487 1487 1599">• Agree and implement a development programme for aspiring leaders linked to the national programme, Project Lift, in conjunction with the NHS Board’s agreed succession planning framework. <li data-bbox="499 1599 1487 1666">• Develop a Clinical Leadership Programme to support our senior clinical cohort to lead their teams through change. <p data-bbox="443 1700 547 1733">Culture</p> <ul data-bbox="499 1767 1487 2033" style="list-style-type: none"> <li data-bbox="499 1767 1487 1901">• Finalise the Culture Framework for NHSGGC and produce an action plan to deliver initial priorities, ensuring a full staff engagement plan is developed to support the framework. Develop an evaluation process to review the success of initial priorities. <li data-bbox="499 1935 1487 2033">• Agree an assurance model to support the implementation of the Health and Care (Staffing) (Scotland) Bill (2019) across NHS Greater Glasgow and Clyde.

AMBITION	Objective
	<p>Staff Health and Wellbeing</p> <ul style="list-style-type: none"> • Deliver year two priorities of the Staff Health Strategy action plan through the Staff Health Strategy Group and other stakeholders, including the Healthy Working Lives Groups and the Area Partnership Forum. • Review the approach to managing absence across NHS GGC, learning from successful initiatives and seeking to support staff to attend their work, and, thus, reduce absence rates. • Improve Statutory and Mandatory training completion rates to support our Health and Safety priorities. <p>Staff Engagement</p> <ul style="list-style-type: none"> • Work with the Area Partnership Forum and senior management team to further embed i-Matter, including our campaign to celebrate success around “You Said, We Did”. • Through our culture and leadership objectives, encourage all leaders to be visible at local level engaging with staff both informally and informally on what matters to them. • Implement the Area Partnership Forum action plan and review partnership working at all Forum levels to ensure a joint approach to key initiatives.