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| <b>NHS Greater Glasgow and Clyde</b> | <b>Paper No. 22/47</b>   |
| <b>Meeting:</b>                      | <b>Board</b>   |
| <b>Meeting Date:</b>                 | <b>21 June 2022</b>  |
| <b>Title:</b>                        | <b>Operational Priorities 2022/23</b>                                    |
| <b>Sponsoring Director/Manager</b>   | <b>Mrs Jane Grant, Chief Executive Officer</b>                           |
| <b>Report Author:</b>                | <b>Ms Elaine Vanhegan, Director of Corporate Services and Governance</b> |

## 1. Purpose

The purpose of this paper is to present the Operational Priorities for 2022/23 for approval.

## 2. Executive Summary

The Operational Priorities were considered at a Board Seminar in March. The Priorities are aligned to the 4 Corporate Aims of the organisation and are designed to support delivery of the Corporate Objectives. In developing this year's priorities, the focus has been on remobilisation and recovery, acknowledging the significant pressures during the pandemic and challenges moving forward.

A number of comments were received at the Board Seminar and the priorities have since been updated. It was noted in discussion that there were a significant number of priorities, however due to the size of the organisation and complexity of the agenda, it has not been possible to limit these to any great extent and still be meaningful in terms of more detailed action. The Operational Priorities are presented in Appendix 1 along with the approved Corporate Statements.

The Board can be assured that the Operational Priorities presented in this paper, are well aligned to the Scottish Government's key priorities, as outlined by the Director-General for Health & Social Care and Chief Executive of NHS Scotland.

## 3. Recommendations

The Board is asked to approve the Operational Priorities for 2022/23.

#### 4. Response Required

This paper is presented for approval.

#### 5. Impact Assessment

The impact of this paper on NHSGGC's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

- Better Health Positive
- Better Care Positive
- Better Value Positive
- Better Workplace Positive
- Equality & Diversity Positive
- Environment Positive

#### 6. Engagement & Communications

The issues within this paper have been considered by the Board at a Seminar session and the Corporate Management Team.

#### 7. Governance Route

This paper is presented to the Board as the approving body.

#### 8. Date Prepared & Issued

Date Prepared: 17 June 2022

Date Issued: 22 June 2022

**NHS GREATER GLASGOW AND CLYDE**

**CORPORATE STATEMENTS AND DRAFT OPERATIONAL PRIORITIES 2022/2023**

|                             |  |  |  |  |
|-----------------------------|--|--|--|--|
| <b>Purpose</b>              | <b>To protect and improve population health and wellbeing while providing a safe, accessible, affordable, integrated, person centred and high quality health service</b>   |  |  |  |
| <b>Values</b>               | <b>Care &amp; Compassion</b> ↔   | <b>Dignity &amp; Respect</b> ↔   | <b>Openness, Honesty &amp; Responsibility</b> ↔  | <b>Quality &amp; Teamwork</b>  |
| <b>Aims</b>                 | <b>Better Health</b><br>Improving health and wellbeing of the population   | <b>Better Care</b><br>Improving individual experience of care  | <b>Better Value</b><br>Reducing the cost of delivering healthcare  | <b>Better Workplace</b><br>Creating a great place to work  |
| <b>Corporate Objectives</b> | <ul style="list-style-type: none"> <li>To reduce the burden of disease on the population through health improvement programmes that deliver a measurable shift to prevention rather than treatment.</li> <li>To reduce health inequalities through advocacy and community planning.</li> <li>To reduce the premature mortality rate of the population and the variance in this between communities.</li> <li>To ensure the best start for children with a focus on developing good health and wellbeing in their early years.</li> <li>To promote and support good mental health and wellbeing at all ages.</li> </ul> | <ul style="list-style-type: none"> <li>To provide a safe environment and appropriate working practices that minimise the risk of injury or harm to our patients and our people.</li> <li>To ensure services are timely and accessible to all parts of the community we serve.</li> <li>To deliver person centred care through a partnership approach built on respect, compassion and shared decision making.</li> <li>To continuously improve the quality of care, engaging with our patients and our people to ensure healthcare services meet their needs.</li> <li>To shift the reliance on hospital care towards proactive and co-ordinated care and support in the community.</li> </ul> | <ul style="list-style-type: none"> <li>Ensure effective financial planning across the healthcare system that supports financial sustainability and balanced budgets.</li> <li>To reduce cost variation, improve productivity and eliminate waste through a robust system of efficiency savings management.</li> <li>To exploit the potential for research, digital technology and innovation to reform service delivery and reduce costs.</li> <li>To utilise and improve our capital assets to support the reform of healthcare.</li> </ul> | <ul style="list-style-type: none"> <li>To ensure our people are treated fairly and consistently, with dignity and respect, and work in an environment where diversity is valued.</li> <li>To ensure our people are well informed.</li> <li>To ensure our people are appropriately trained and developed.</li> <li>To ensure our people are involved in decisions that affect them.</li> <li>To promote the health and wellbeing of our people.</li> <li>To provide a continuously improving and safe working environment.</li> </ul> |

**BETTER HEALTH**

Child Health To focus on Child Health acknowledging the impact of COVID on many families. Includes;

*The Universal Pathway*

- Increasing the number of face to face developmental reviews.
- Developing referral pathways into services to mitigate health and wellbeing concerns.
- Achieving a reduction in development concerns at 27 to 30 months.

*Child and Adolescent Mental Health*

- Reducing children and young people requiring referral into the service through a focus on enabling early intervention and prevention.

*Dental Health Services*

- Increasing levels of registration.
- Reducing the number of children who need a General Anaesthetic for dental treatment.

Type 2 Diabetes To focus on Weight Management as the main, modifiable risk factor for type 2 diabetes. Includes;

*Prevention*

- Increasing the proportion of the overweight and obese population who achieve a healthy weight or achieve 5% weight loss.

### *Early Intervention*

- Developing targeted interventions with 'at risk' groups such as those from our BAME communities and pregnant women.

### *Pro Active Intervention*

- Ensuring all those newly diagnosed with Diabetes complete a structured education and weight management programme.

Drug Related Deaths To take action to help address the issue of drug related death. Includes;

- Working with the Alcohol and Drug Partnerships to deliver agreed actions to reduce drug related deaths.

## BETTER WORKPLACE

Staff Health & Wellbeing - To deliver ongoing support to staff physical and mental health and wellbeing. Includes;

- Implementing the Mental Health and Wellbeing Action Plan
- Encouraging uptake of psychological therapies
- Continuing the rollout of peer support

Workforce - To ensure sustainability in the workforce during the remobilisation of services by focussing on anticipatory workforce planning that is responsive to changes in the demand for services in line with *Recruitment, Retention and Attraction* within the Workforce Strategy. Includes;

- Supporting blended working
- Ensuring adherence to any ongoing COVID safety guidance
- Developing the GGC Workforce Plan to 2025
- Delivering our GGC Workforce Strategy in line with the national Workforce Strategy

Partnership Working & Staff Engagement - To work in collaboration with partners in developing and implementing plans for the remobilisation of services. Includes;

- Engaging actively with the workforce via the Area Clinical Forum and Area Partnership Forum
- Continuing to deliver against the Investors in People Standards
- Further develop staff engagement through the Staff Communication and Engagement Strategy

## BETTER CARE

Planned Care -To increase the level of activity within the elective care programme in line with RMP5. Includes;

- Remobilising essential, clinically prioritised services
- Reducing waiting times for radiology and endoscopy
- Increasing the use of day case procedures and maximise resources effectively

Unscheduled Care - To work with partners to implement the redesign of whole system pathways for urgent care across primary, secondary, and social care. Includes;

- Reviewing, prioritising and implementing unscheduled care high impact actions in the Unscheduled Care Commissioning Plan
- Maximising the virtual unscheduled care service for patients, linking with the GP Out of Hours service, Flow Navigation Centre, Community Hubs, NHS 24 and SAS to increase virtual unscheduled care activity
- Participation in the new national Unscheduled Care Collaborative

Moving Forward Together/Clinical Infrastructure Strategy - To deliver the developing work programme and track individual projects to drive forward service improvement and redesign. Includes;

- Revisiting existing project business cases / implementation plans to ensure progress
- Re-engineering of patient pathways
- Delivering strategic changes, e.g. INS Business case, North East Hub

Patient Experience - To deliver a person-centred approach through effective public and stakeholder engagement by ensuring patient and service users' experience is included in the design and delivery of the remobilisation of services. Includes;

- Involving those with lived experience
- Seeking patient, public and stakeholder feedback and using it to drive service improvements

Primary & Community Care - To develop extended multi-disciplinary teams in primary care, maintaining access to core services at the right time and in the right place. Includes;

- Focussing on chronic disease management

- Implementing the Primary Care Improvement Plans

Social Care - To work collaboratively with HSCPs on social care to optimise integration of community health and social care and shift the balance of care, includes;

- Supporting individuals and communities to manage/optimize self-care and wider community supports to improve health and wellbeing outcomes.
- Participation in the national 'Discharge without Delay' initiative to reduce delayed discharges
- Active participation in the development of the longer term approach to the National Care Service

Infection Prevention & Control – To develop as a first for Scotland a whole system approach to the surveillance of healthcare associated infections in high risk units by:

- Triangulating all available data to provide an early warning system, e.g. microbiology, acuity, occupancy etc.
- Using new technologies, e.g. whole genome sequencing to definitively identify any links
- Continuing to develop the IPC dashboard to support frontline clinical teams to fulfil their role and responsibilities with regard to the application of the principles of infection prevention and control by having access to 'real time' data to inform actions and decision making.

Queen Elizabeth University Hospital & Royal Hospital for Children - To continue to respond to the requirements of the Scottish Hospitals Public Inquiry, the Court proceedings against the parties responsible for delivering the QEUH/RHC construction project and the Police Investigation. Includes;

- Embedding recommendations of the three reviews undertaken into the QEUH/RHC, by monitoring the robust audit plan developed
- Continuing the rectification work in respect of known defects as part of litigation
- Ensuring robust programme management in response to the requests for information
- Ensuring support for witness precognitions for the inquiries underway focussing on staff welfare

Finance - To implement the financial plans, to enable the Board to live within the resources available. Includes;

- Developing feasible financial projections
- Delivering efficiency plans and recurring savings options to help reduce the underlying recurring deficit

Digital – To continue to provide resilient and secure eHealth systems for services with the necessary support and training for staff. Deliver the programmes within the eHealth Delivery Plan in support of the Board's priorities. Includes;

- Scaling up of virtual outpatient appointments and remote patient monitoring where appropriate
- Further implementation of hospital electronic prescribing and administration (HEPMA)
- Further digitisation of inpatient records
- Enabling service improvement and redesign through the use of digital tools