

NHS Greater Glasgow and Clyde	Paper No. 24/69
Meeting:	NHSGGC Board Meeting
Meeting Date:	25 June 2024
Title:	Draft Corporate Objectives 2024-2027; Draft Operational Priorities 2024-2025
Sponsor:	Dr Lesley Thomson Chair of NHSGGC
Report Author:	Ms Elaine Vanhegan, Director of Corporate Services and Governance

1. Purpose

The purpose of this paper is to present the NHS Greater Glasgow and Clyde Corporate Objectives 2024 – 2027 seeking approval for two additions, and present the Draft Operational Priorities 2024/25 (Appendix 1). These were considered at the Board Briefing on 28 May and the Finance Planning and Performance Committee on 11 June.

2. Executive Summary

Corporate Objectives

A review of the Corporate Objectives for 2024-2027 has been undertaken. It is proposed there are two additions as noted below:

- Under the Corporate Aim of Better Health - *To promote Equality, Diversity and Inclusion across the healthcare system.*
- Under Corporate Aim of Better Value - *To ensure NHS GGC provides services that are environmentally sustainable meeting targets and legislative policy to work towards achieving net zero by 2045.*

Operational Priorities

The Operational Priorities for 2024/25 have been developed in line with ongoing pressures and close linkage to the development of the Annual Delivery Plan for 2024-2025 Annual Delivery Plan for the forthcoming year.

These are detailed in Appendix 1.

3. Recommendations

The Board is asked to approve:

- The two additions to the Corporate Objectives for 2024-2027; and
- The Operational Priorities for 2024-2025

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:

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|------------------------|------------------------|
| • Better Health | <u>Positive</u> impact |
| • Better Care | <u>Positive</u> impact |
| • Better Value | <u>Positive</u> impact |
| • Better Workplace | <u>Positive</u> impact |
| • Equality & Diversity | <u>Positive</u> impact |
| • Environment | <u>Positive</u> impact |

6. Engagement & Communications

The issues addressed in this paper were subject to the following engagement and communications activity:

- Corporate Management Team members and the Board members through the Briefing held in May and the Finance Planning and Performance Committee in June.

7. Governance Route

This paper has been previously considered by the following groups as part of its development:

- The Corporate Management Team, the Board Briefing, the Finance Planning and Performance Committee and onwards to the Board .

8. Date Prepared & Issued

Prepared on 14 June 2024

Issued on 18 June 2024

NHS GREATER GLASGOW AND CLYDE
CORPORATE STATEMENTS AND DRAFT OPERATIONAL PRIORITIES 2024/2025

NHSGGC Corporate Statements



OPERATIONAL PRIORITIES 2024/2025

OPERATIONAL PRIORITIES BETTER HEALTH (OPBH)

Child Health – Ensure the **best start for children** with a focus on developing good health and wellbeing in their early years.

The Universal Pathway

- Support families to address developmental concerns identified at **27 to 30 months** review.
- Working in partnership, increase number of **healthy weight interventions** offered to children and families, through community Weight Management.

Child and Adolescent Mental Health

- Reduce the number of children and young people requiring referral into the CAMHS through a **focus on early intervention and prevention**.

Dental Health Services

- Increase levels of **dental registration** in children.
- Reduce the number of children who need a General Anaesthetic for dental treatment.

Type 2 Diabetes – Focus on Weight Management as the main, modifiable risk factor for type 2 diabetes.

Prevention

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

Early Intervention

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

Pro Active Intervention

- Ensure all those **newly diagnosed with Diabetes are offered a structured** education and weight management programme.

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Drug Related Deaths – Take action to help address the issue of drug related death.

- Delivery of the **National Mission on Drug Deaths Plan** 2022-2026, in conjunction with the Alcohol and Drug Partnerships, HSCPs/Alcohol and Drug Recovery Services in GGC.
- Continue to **roll out Medication Assisted Treatment (MAT) Standards** across the 6 HSCPs aiming to continue the reduction in drug related death.

Vaccination – Protect the most vulnerable in our population from the effects of vaccine preventable diseases, especially Covid and Flu.

- **Roll out vaccination programmes** across all relevant sectors and target populations.

Public Protection – Ensure robust procedures are in place to protect the most vulnerable in society.

- Deliver Year 1 and 2 priorities of the **Public Protection Strategy** implementation.

OPERATIONAL PRIORITIES BETTER WORKPLACE (OPBW)

Staff Health and Wellbeing – Promote the health and wellbeing of our people.

To provide a continuously improving and safe working environment.

- **Deliver the Staff Health Strategy for 2023-2025**
- Focus on actions for 2024/25:
 - **Increasing support for staff with mental health and stress** through the new approach to stress management.
 - Support staff with information and advice to **minimise In Work Poverty**,
 - Benchmark against the **Fair Work Framework** and deliver actions within the Anchor Delivery Plan.
 - Reduce overall **Sickness absence to 5%**.
- Deliver the 2024/25 Actions from the **Internal Communications and Engagement Strategy**.
- Further rollout the **Safety Health and Wellbeing Task Calendar** with a focus on improved staff safety at work.

Workforce – Ensure our AFC staff are properly trained and deliver the three elements of the national AFC pay deal.

- Delivery **efficiencies around supplementary staffing**
- Introduce the **reduced working week** from 1st April 2024.
- Ensure **protected learning time for all AFC staff** which in turn supports increase in Statutory/Mandatory performance.
- Commence **review of Band 5 nursing staff**
- **Remove all agency across** the Board for all staff groups.
- Support the workforce change required to deliver **S&V programmes**

OPBW Partnership Working & Staff Engagement – Work in partnership with our Partnership Forums including the Medical and Dental Forum to support change ensuring our people are well informed.

- Finalise the first phase of **Investors in People** and review for 2024/25.
- Improve our **iMatter** action planning outcomes.
- Work with partners and stakeholders to **embed equality and diversity in our culture**.
- Encourage all our staff to **Speak Up** reinforcing our values.

OPERATIONAL PRIORITIES BETTER CARE (OPBC)
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Planned Care – Increase the level of activity within the Planned Care Programme in line with the ADP.

- Delivery of agreed **access targets**
- Reduce **new outpatient waits** , **focusing on urgent patients** and those who have waited longest.
- Reduce inpatient/Day case waits and increase access .
- Reduce **diagnostic waits**.
- Maximise theatre efficiency and explore **opportunities to deliver 23 hr surgery** and ring fence surgical capacity.

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

- Continuous Improvement actions to **support hospital Flow**.
- Improved delivery of the **4 hour A&E standard across all sites** - 70%.
- Reduction in **LOS and occupied bed days**.
- Deliver alongside the **Scottish Ambulance Service** to support timely hospital handover of maximum 60 minutes.
- Maximise existing **Urgent Care Pathways between HSCPs & Acute**.

Cancer Care – Ensure a continual focus on improving cancer pathways.

- Continue improvements to consistently **deliver 31-day standard** and support incremental **improvement in 62-day** performance.
- Ensure **diagnostic capacity is maximised** to support cancer pathways.
- Adopt national referral guidance and review opportunities to ensure **appropriate referral management** is in place acknowledging increase in referrals with Urgent Suspicion of Cancer (USOC).

Mental Health – Ensure a continual focus on improving mental health and wellbeing services across the system.

- Continue to implement the **Strategy for Mental Health** Services in GGC - 2023-28 and the next phase of **Enhancing Community Mental Health Services**
- Deliver CAMH targets and Psychological Therapies targets.
- Deliver **suicide prevention and self-harm** action plans relating to children and young people in line with the new national strategies.

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Moving Forward Together/Clinical Infrastructure Strategy – Deliver the revised work programme and track individual projects to drive forward service improvement and redesign maximising digital opportunities.

- Focus on **redesign of patient pathways maximising digital solutions**.
- Review **Infrastructure Strategy**, report Spring 2024 to inform future streams of work.

Quality of Care and Experience – Ensure the quality of care is at the heart of service delivery.

- Finalise the refresh of the **Quality Strategy**, seeking Board approval and deliver Year 1 implementation plan.
- Ensure continued **robust infection prevention and control** across the system, delivering against key targets, seeking opportunities for continuous improvement.
- Develop updated **Maternity and Neonatal Strategy** and seek Board approval.

Communication and Engagement – 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:

- Seek patient, public and **stakeholder feedback to drive service improvements**.
- Seek Board approval of **Stakeholder Communications and Engagement Strategy 2024-27** - Implement Year 1 action plan for Strategy.
- Ensure and **evidence patient and public involvement** in delivery of key corporate programmes.

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.

- Seek approval for the **Primary Care Strategy** and prioritised action plan for year 1.
- Continue to implement **Primary Care Improvement Plans**.
- Align activity to MFT proposals.
- Work collaboratively to optimise initiatives to **reduce delays in discharge**.
- Continue to support **Out of Hours Delivery**.

OPERATIONAL PRIORITIES BETTER VALUE (OPBV)

Finance – Implement the financial plans, to enable the Board to live within the resources available.

- Deliver on approved Financial Plans across Revenue and Capital.
- Ensure **effective financial planning and forecasting** to support delivery of financial targets.
- Ensure a **structured approach to Sustainability & Value** to mature financial opportunities, reduce cost variation, mitigate financial pressures and achieve savings to allow the best use of funds available to the Board.
- Realise **opportunities to make best use of our capital assets**, improve productivity and exploit opportunities within digital and innovation to redesign service delivery and reduce costs.

Sustainability and Climate Change – Ensure adherence to legislative policy requirements to work towards achieving net zero by 2040.

- **Grow electric fleet** and diversify remaining fossil fleet.
- Deliver **carbon reduction** targets; Progress decarbonisation software installation and develop site level decarbonisation plans.
- Progress and implement **National Green Theatre Programme** of work, inclusive of medical gas (N2O & Entonox) reduction schemes and respiratory prescribing MDI Inhaler pilot.
- Achieve national targets and requirements in **waste management**.
- Map outdoor assets to quantify **greenspace and biodiversity** habitat.
- Establish an **Environmental Management System** within Estates & Facilities

Digital – 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**, enabling service improvement and redesign through the use of digital tools.

- Optimisation of Office365.
- Implementation of **workforce digital skills** programme.
- Increase **virtual and remote care**.
- Transition to **new GP system** and digital tools to support access to primary care.
- Modernisation of **administration processes** through digitalisation.

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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 rectification project and the Police Investigation and COVID Public Inquires UK and Scottish).

- Continue the **rectification work** in respect of known defects as part of litigation.
- Ensure **robust programme management** in response to the requests for information and management of associated processes and governance.
- Ensure support for witness precognitions for the inquiries underway focussing on **staff welfare**.

Board Development – Ensure the Board has robust, accountable and transparent governance arrangements in line with the Blueprint for Good Governance.

- Deliver the **action plan from the Blueprint for Good Governance** Self-Assessment Development Sessions.