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| Meeting: | Board |
| Date:Subject:  | 29 September 2022 Draft Annual Delivery Plan and Delivery Planning Templates |
| Recommendation:  | Board members are asked to:

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| Discuss and Note |  |
| Discuss and Approve | X |
| Note for Information only |  |

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1. **Introduction**

The Board received an update on the development of the Board’s Annual Delivery Plan (ADP) when it met in July. The draft ADP, as submitted to Scottish Government, is now presented to the Board for discussion and approval. This follows endorsement of the draft plan by the Finance and Performance Committee earlier this month.

Accompanying the plan are updated Delivery Planning Templates articulating operational delivery priorities for the remainder of 2022/2023.

1. **Introduction**

While Board planning is now beginning to transition to a more stable ‘normal’ position, Territorial Boards have been asked to produce an annual plan (the ADP) for 2022/2023 covering a limited set of priorities. National Boards were not formally required to develop ADPs however NHS Golden Jubilee has prepared a plan as good practice, providing structure and focus for the Board for the remainder of the financial year.

It is government’s intention to move to medium-term plans from 2023/2024. The formal commission from Scottish Government outlining its expectations for these plans is expected imminently and will be shared with the Board in early course.

Alongside the one-year delivery plan, Boards developed 3-year Workforce and Financial Plans. These plans were developed in tandem with the ADP to ensure alignment of priorities as part of a coordinated strategic and operational planning approach.

1. **The Annual Delivery Plan**

The ADP sets out NHS Golden Jubilee’s priorities and delivery objectives for 2022/2023. It includes revised clinical activity plans for the remainder of the financial year, reflecting:

* Analysis of year-to-date performance against planned activity
* Activity projections to the end of March 2023
* Available workforce and physical capacity (including planned recruitment)
* Actions to support national efforts to reduce waiting times
* Local NHS Golden Jubilee opportunities to maximise productivity and/or provide additional capacity within core specialties

The ADP, including activity plans, has been developed based on the following broad planning assumptions. NHS Golden Jubilee:

* Is a national resource available to support NHS Scotland
* Will adapt to the demands of pandemic and winter pressures, providing planned and consistent support
* Will flexibly use resources to maintain a balance between urgent and elective care depending on demand
* Will continue to provide core elective services of orthopaedics and ophthalmology, with expedited plans to deliver additional capacity through our ongoing expansion programme
* Will continue to collaborate and support the wider system
* Will remain a ‘Green’ ‘Covid light’ site, not routinely admitting Covid positive patients

The priorities within the ADP, and accompanying appendices, reflect the strategic and operational focus for NHS Golden Jubilee during 2022/2023 and beyond. The priorities are aligned with Scottish Government’s areas of focus:

* Recovery and protection of planned care
* Urgent and unscheduled care
* Staff wellbeing
* Recruitment and retention of the health and social care workforce
* Supporting and improving social care
* Sustainability and value

In addition to the above, the ADP also includes the Board priorities in relation to Health Inequalities, Diversity and Inclusion, the Centre for Sustainable Delivery (CfSD), the NHS Scotland Academy, and the Golden Jubilee Conference Hotel.

Detail on the Board delivery priorities is provided within Section 5 of the draft ADP, and within the Delivery Planning Templates accompanying the ADP.

NHS Golden Jubilee fully supports the Scottish Government’s NHS Scotland Recovery Plan. This includes our expedited expansion plans including ongoing Phase 2 National Treatment Centre expansion; work to develop and expand diagnostic services including endoscopy locally and nationally; continued development of the NHS Scotland Academy and national Centre for Sustainable Delivery in support of accelerated workforce development, innovation and redesign; and a collaborative approach to supporting boards and NHS Scotland more generally to manage ongoing pressures at this challenging time.

NHS Golden Jubilee is committed to the recovery and sustainability of inpatient and day case elective care, outpatient care and diagnostic services. Our Board has a key role in delivering the National Delivery Plan for Planned Care. This includes working with other boards and NHS Scotland to protect, stabilise and recover planned care in the short term through action to reduce the number of patients waiting long periods for treatment, and through achieving the future strategic ambitions for Scotland’s planned care services. Our planned contribution to the recovery and protection of planned care is described in section 5.

The immediate targets to reduce waiting times are ambitious, requiring collaboration throughout the system if they are to be achieved. We will seek to maximise available capacity within the Golden Jubilee University National Hospital to support this national priority, as described within section 5. Through the Centre for Sustainable Delivery and individual board heat maps, high impact changes such as Active Clinical Referral Triage (ACRT), Patient Initiated Review (PIR), and Enhanced Recovery (ERAS) and Day Surgery will contribute to sustainable improvement throughout the system. The National Elective Coordination Unit (NECU), supported by CfSD working with Scottish Government and NHS Golden Jubilee, will provide a coordinated and standardised approach to optimising national capacity and patient validation.

Accompanying the ADP are a number of appendices. Appendices 1-10 are Delivery Planning Templates which set out key deliverables, milestones and risks in key areas of Board operations. These templates were first introduced as part of Remobilisation Plan 4, and are updated quarterly. The templates have been revised for ADP, with quarterly updates on any existing RMP4 deliverables included and shown in bold text. Appendix 11 is an update in the form of a ‘heat map’ on NHS Golden Jubilee’s contribution to national Centre for Sustainable Delivery programmes. The final appendix, 12, is an updated activity plan for the remainder of the 2022/2023 financial year, adjusted to reflect the planning considerations outlined within the main ADP document.

1. **Consultation**

The ADP was developed collaboratively with Divisional and Senior / Executive colleagues in line with the commissioning guidance issued to Boards by Scottish Government.

The plan was submitted in draft to Scottish Government on 29 July. We await further feedback from government on the detail of our plan. The current indication is that feedback will be discussed with the Board during the October Sponsorship meeting.

The draft ADP was endorsed by the Board’s Finance and Performance Committee when it met on 6 September.

1. **Recommendation**

Board members are asked to discuss and approve the draft Annual Delivery Plan, subject to any final changes arising from Scottish Government feedback.

**Gareth Adkins,**

**Director of Quality, Innovation and People**

**20 September 2022**

**Appendices 1-10** Delivery Planning Templates

**Appendix 11** CfSD Heat Map

**Appendix 12** Revised Activity Plan 22/23