# NHS Golden Jubilee

### **Meeting: NHS GJ Board**

### **Meeting date: 17 November 2022**

### **Title: Q2 ADP Delivery Planning Template Review**

### **Responsible Executive/Non-Executive: Gareth Adkins - Executive Director Strategy, Planning and Performance**

### **Report Authors: Carole Anderson- Deputy Director Quality, Performance, Planning and Progammes**

### **Rikki Young – Head of Planning**

## 1 Purpose

### This is presented to the Board for:

### Decision

### This report relates to a:

* Annual Delivery Plan
* Government policy/directive

### This aligns to the following NHS Scotland quality ambition(s):

* Safe
* Effective
* Person Centred

**This aligns to the following NHSGJ Corporate Objectives:**

|  |  |
| --- | --- |
| Leadership, Strategy & Risk | Effective Executive Leadership and Corporate Governance for a High Performing Organisation. |
| High Performing Organisation | High Performing Organisation – Establishing the conditions for success to enable excellent outcomes and experience for patients and staff. |
| Optimal Workforce | Evolve robust workforce plans and training solution with robust and person centred retention and recruitment to be effective & agile. |
| Facilities Expansion & Use | Expansion, development and optimal utilisation of facilities including Phase 2 Expansion and effective utilisation of all NHS Golden Jubilee facilities. |
| Centre For Sustainable Delivery | Evolve CfSD to have a core function in the NHS Scotland recovery plan with high impact programmes, nationally connected clinical leadership architecture at the heart of driving reform. |
| NHS Scotland Academy And Strategic Partnerships | Further develop NHS Scotland Academy, NHS Golden Jubilee Strategic Partnerships and Research |

## 2 Report summary

## 2.1 Situation

This paper seeks Board approval of NHS Golden Jubilee’s Quarter 2 Annual Delivery Plan (ADP): Delivery Planning update. Updated Delivery Planning Templates are included as appendices.

## 2.2 Background

Scottish Government has requested that all Boards provide quarterly updates on delivery of Annual Delivery Plans.

NHS GJ is required to submit updated Delivery Planning Templates for quarter 2 (July to September 2022), providing updates on progress against deliverables, updated red, amber, green (RAG) status for each deliverable, and any changes to identified risks / controls, or milestones.

The Delivery Planning Templates provided with this submission have been reviewed and updated by organisational leads working with the Quality, Performance, Planning and Programmes (QPPP) team:

* Heart, Lung and Diagnostic Division
* National Elective Services
* Digital
* Estates
* Finance
* Golden Jubilee Conference Hotel
* Inequalities
* NHS Scotland Academy
* Workforce
* Centre for Sustainable Delivery

These templates, and an abridged version of Appendix 1, form the basis of the return to Scottish Government. The deadline for return was agreed with SG for 1 November. Finance and Performance Committee received an update presentation on Q2 Delivery Planning progress on 1 November. The Q2 review was submitted to Scottish Government pending approval by the NHS GJ Board on 17th November.

## 2.3 Assessment

A summary highlight report and updated Delivery Planning Templates are included as appendices to this cover paper. Senior organisational leads have reviewed and updated the templates for their respective areas and this has been endorsed by the Executive Director group. Progress updates as at the end of Quarter 2 have been provided, as have updated RAG statuses for each deliverable. Any changes to risks, mitigations or any other aspect of the template have been included in bold text.

At the highest level, the table below provides a consolidated RAG status update. The Delivery Planning update (Appendix 1) provides the same overview format for each individual template.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  | **Previous Quarter** | **Q2 (this report)** | **Change vs previous quarter** |
|  | *Complete / target met* | 1 | 1 | No change |
|  | *On track* | 40 | 41 | +1 |
|  | *At risk - requires action* | 21 | 23 | +2 |
|  | *Unlikely to complete on time/meet target* | 1 | 1 | No change |
|  | Proposal - *New Proposal/no funding yet agreed* | 3 | 1 | -2 |
|  | **Total** | **66** | **67** | **+1** |

The section below outlines key delivery challenges emerging from each template; all risks and issues are subject to control and risk management at operational/programme level.

**Heart, Lung and Diagnostic Division**

Workforce challenge remains the main risk- absence / vacancy mainly across critical care, but also within theatre and the medical workforce.

Establish Plain Film imaging department within redesigned orthopaedic outpatient facility - Funding for equipment and staff. Turnkey not due to complete until June 2023, equipment must be operational this financial year or risk to funding. Medical Physics managing and escalating. Scoping of activity a challenge, contingent on National Elective Services Division recruitment of clinical staff. Options for flow optimisation across two floors, dependant on projected increase. Option to remove the x-ray room due for replacement and site other imaging equipment - potentials being scoped but contingent on funding out with Capital stream.

Funding bids to increase Cardiology Electrophysiology (EP) capacity (Mobile Lab) were unsuccessful. Ongoing challenge regarding long waiters with projections indicating that the service will not comply with 104 and 78 week targets. Availability of anaesthetic resource is the limiting factor for long waits. However, growing demand for the service means that all procedure waiting times are increasing. Activity levels in the West of Scotland (WoS) still benchmark below the UK average.

**National Elective Services Division**

Increasing numbers of long term patients who have been waiting in excess of 2 years is resulting in increased length of stay (LoS). There is also pressure on elective beds in host boards which means there is an inability to repatriate long stay revision patients; this is reducing the number of beds available in NHS GJ.

**Digital**

Development of the Digital Learning Pathway within the overall NHS Scotland Academy is delayed due to resource constraints in partner board, Work continues to resolve this issue, with RAG status changed from Green to Amber.

Short timescales for Laboratory Information Management System implementation introduces risk to delivery. Risk assessment and mitigations in place to ensure continuity of service.

**Estates and Workforce**

Continuation of previously identified risk: peri-operative nursing posts remain the key area of concern to recruit to for Phase 2 expansion.

Continuation of previously identified risk: Significant recruitment required to deliver Phase 2 NTC expansion. There are recognised shortages in skills and workforce capacity, accompanied by high market competitiveness.

**Finance**

Pay Policy implications - Financial Planning assumes a cost neutral approach, however every 1% increase in pay will result in circa £0.900m of cost increase for NHS GJ. There is a risk element of an award above the 5% value - based on circa 7% pay award this would amount to £1.8m risk exposure.

**GJCH**

Additional GJ Conference Hotel bedroom space may be required for an International Recruitment cohort 3 in early 2023.

**Inequalities**

Delivery of Diversity and Inclusion training may be constrained by staff availability / capacity in the core team.

**NHS Scotland Academy (NHSSA)**

NTC Workforce Programme - Confirmation of funding for 2022/23 is still outstanding - this workstream was reduced from £4.5m to £3.5m, then to £1.4M in governmental conversations, but there is no commitment in writing yet. Programme will not deliver intended benefits in respect of capacity and capability should sufficient learners not be identified and enabled to participate.

Progress is being made across all elements of the National Endoscopy Training Programme programmes, but challenges remain around faculty being released via service level agreements (SLAs) to participate in the programme, and in operational issues including claiming for expenses, and implications of current pension-tax effecting or ability to attract/retain Consultants to this programme.

**Centre for Sustainable Delivery (CfSD)**

Primary – Secondary Care Interface - Progress has been slower than anticipated due to delays in agreeing funding for progressing components of the work, coupled with competing priorities within CfSD.

National Elective Coordination Unit (NECU) - While significant gains are being realised through Wait List Validation, key constraints currently are funding to support outpatient clinics and surgical treatment.

### 2.3.1 Quality/ Patient Care

The delivery planning templates describe progress in delivering the Annual Delivery Plan activity, supporting quality patient care as part of NHS Scotland Recovery.

### 2.3.2 Workforce

Workforce recruitment and development activity is described within the Workforce template, with key delivery challenges also featuring across a range of Divisional, Academy and CfSD returns.

### 2.3.3 Financial

Key priority finance actions and delivery status is described in the Finance Q2 template.

### 2.3.4 Risk Assessment/Management

No risks have been escalated that require resolution at Executive or Board level at this time. Risks drawn from the highlight reports, are reported in section 2.3 for information. Individual Delivery Planning Templates provide further detail on risks / issues / mitigations.

### 2.3.5 Equality and Diversity, including health inequalities

Delivery Planning Templates form part of the Board’s ADP submission. The ADP sets out NHS GJ priorities to March 2023. These include services to patients, and organisational development priorities affecting staff. Relevant Board strategies and policies including Diversity and Inclusion Strategy, Equality Outcomes, and Health and Wellbeing Plan were considered in developing the ADP.

### 2.3.6 Other impacts

Nil

### Communication, involvement, engagement and consultation

### All relevant internal stakeholders have been involved and consulted as part of the Q2 review of the ADP templates.

### Route to the Meeting

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

* Executive Directors Group 31 October 2022
* Update presentation to Finance and Performance Committee 1 November 2022

## 2.4 Recommendation

* **Decision** – The Board is asked to approve the Q2 Delivery Planning Template review

## List of appendices

The following appendices are included with this report:

* Appendix No 1, Annual Delivery Plan (ADP) - Delivery Plan Update

Q2: July to September 2022

* Appendix No 2, Q2 review ADP Delivery Planning Template HLD
* Appendix No 3, Q2 review ADP Delivery Planning Template NES
* Appendix No 4, Q2 review ADP Delivery Planning Template Digital
* Appendix No 5, Q2 review ADP Delivery Planning Template Estates
* Appendix No 6, Q2 review ADP Delivery Planning Template Finance
* Appendix No 7, Q2 review ADP Delivery Planning Template GJCH
* Appendix No 8, Q2 review ADP Delivery Planning Template Inequalities
* Appendix No 9, Q2 review ADP Delivery Planning Template NHSSA
* Appendix No 10, Q2 review ADP Delivery Planning Template Workforce
* Appendix No 11, Q2 review ADP Delivery Planning Template CfSD