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**To:** Renfrewshire Integration Joint Board

**On:** 20 September 2019

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**Report by:** Chief Officer

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**Heading:** Strategic Delivery Plan

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**1. Summary**

- 1.1. The purpose of this paper is to update the Integration Joint Board (IJB) on how the HSCP intends to deliver our Renfrewshire Health and Social Care 2019 – 2022 Strategic Plan.
- 1.2. The HSCP, facing similar challenges to other public sector organisations across Scotland and the UK, recognise we must make a step change in the way we work to ensure the sustainability of health and social care services going forward.

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**2. Recommendation**

It is recommended that the IJB:

- Endorse the direction set out in this paper; and
- Note a further update will be brought to the November IJB meeting.

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**3. Background and Context**

- 3.1. The delivery of the right health and social care services, accessed in the right place and at the right time is core to our 2019 – 2022 Strategic Plan, which was approved by our IJB in March 2019.
- 3.2. The provision of high-quality health and social care to our population is at the centre of everything the HSCP has undertaken since its establishment in 2015/16, and this will continue to be our focus as we move forward to deliver our new Strategic Plan over the next 3+ years.
- 3.3. Our new 2019–22 Strategic Plan's principal direction and objective is directly shaped by the themes of the Scottish Government's 2020 Vision (which will continue beyond 2020) and Health and Social Care Delivery Plan. It is also informed by, and complements, our partner organisations response to the current challenges facing public services across Scotland: NHS GGC's transformational change programme 'Moving Forward Together' (MFT) and its Public Health Strategy 'Turning the Tide through Prevention' and

Renfrewshire's Council new transformational change programme 'Right for Renfrewshire'.

3.4. These key national and local strategies and plans all offer a consistent message about the real challenges facing health and social care in Scotland, and a shared recognition that continuing to deliver services in their current form, with growing demand and limited resources, is no longer sustainable:

- Demographic changes are driving a significant increase in demand across health and social care;
- The wider societal, economic and financial environment in which we operate will mean that we must continue to meet these increased demands for health and social care within the resources allocated to us.
- By doing nothing different, it is anticipated we will need more hospital or other building-based care to meet this demand. This type of care is expensive and not in line with national direction – to support people to live in their own homes for as long as possible.
- The explicit recognition that current health and social care service models cannot adequately meet the demand in the future, highlights the importance of prevention and early intervention. There needs to be a focus on the prevention of ill-health and the improvement of well-being in order to address health inequalities and to create more resilient, healthier communities. Over time this will reduce dependency on care services.
- New ways of working and service models should therefore be focused on delivering more care in communities and prevention and early intervention activities, to improve individual's outcomes, whilst at the same time providing care through more cost-effective and sustainable delivery models.

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## **4. Our Thinking and Approach**

4.1. Since the IJB agreed our new Strategic Plan, we have already started work to deliver on our priorities for 2019/20. However, the HSCP facing similar challenges to other public sector organisations across Scotland and the UK, recognise we must make a step change in the way we work to ensure the sustainability of health and social care services going forward.

4.2. We know we need to plan and work differently to ensure we use our resources to focus on those with the greatest need and to support people to live independently, wherever possible, in safe, active and connected places and communities. Critical to our success, will be how effectively we engage and work with our service users, staff, partners and wider community to test and develop our approach.

4.3. The HSCP has gained huge insight and learning from the change and improvement activities to date, in particular our recent learning disabilities service and older people reviews. Over the last year these reviews have demonstrated the benefits of continued engagement and involvement of local

people in our planning, and underlined the importance of ensuring that our service transformation considers the wider needs of our service users.

4.4. Emergent thinking on our delivery approach is being informed by learning within our own organisation and the experience of good practice elsewhere. There are number of key principles which we believe must underpin our Delivery Plan:

- **‘Social Contract’**: developing an informal agreement between the HSCP and public to collectively create a healthier Renfrewshire;
- **Engagement based approach**: building upon how we engage with and involve our service users, patients and carers from the outset to develop a shared understanding and view on how we change;
- **‘Asset-based’ working**: by supporting local community capacity building. This approach looks to explore how we can collectively achieve more through the effective use of all the skills, knowledge and assets available within communities, individuals and across the public, private and voluntary sectors;
- **Promoting independence**: through an ethos of ‘working with’ rather than ‘doing to’ in our approach to: assessment and care; staff training and development; our organisational structure and governance; planning and commissioning; and service delivery models;
- **Shared purpose and consistent messaging**: ensuring there is an emphasis on communication and engagement with staff, services users and partners to create a common language, a strong sense of purpose and collective ownership for creating a healthier Renfrewshire;
- **Workforce engagement and development**: gaining trust; empowering to innovate; and supporting the introduction of new ways of working. We must build on the knowledge and experience of the staff working in our services by engaging, listening and involving them in shaping how we change and adapt;
- **Partnership working**: closer working with our partners, 3rd sector organisations and others to establish a common approach and new ways of working, to grow local capacity and optimise our reach within our communities; and
- **Digital opportunities**: prioritising and embracing technology to: enable improved service delivery; better informed patients / service users; and offer greater self-care and self-management solutions.

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## 5. Risks and Challenges

5.1. Whilst it is widely accepted that transformational change is required to address the significant demographic and financial pressures we face, there are a range of recognised challenges and risks associated with its delivery:

- Creating the required capacity in our organisation to deliver this change programme, in parallel with continuing to deliver high quality care, will be a

real challenge. Our plans must be realistic in order to ensure the HSCP can still respond to need, and work within the resources available.

- Developing a shared understanding of the socio-economic and financial pressures will be critical to the success of the programme. Communication and engagement with stakeholders will be key in moving forward to different models of service. Pro-active and inclusive change management will be crucial in engaging staff, service users and stakeholders to ensure they are active participants in progressing this agenda; and
- There is a risk we fail to stem demand and deliver a balanced budget. Successful change will require behavioural changes across health and social care services, and this involves challenging engrained ways of working.

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## **6. Programme Governance and Resources**

- 6.1. The HSCP has a strong track record of planning and delivering change successfully, adopting a structured approach through its Change and Improvement Programme.
- 6.2. Subject to IJB approval, the HSCP will look to review its supporting resources, such as project management, organisational development and communications expertise, to ensure the HSCP is fully equipped to drive this change forward as part of an expanded Change and Improvement Programme. As outlined in the Chief Finance Officer's report to this meeting, subject to IJB approval, a transformation reserve will be created to support this work.
- 6.3. A formal Programme Board will be established, chaired by the Chief Officer as the owner of this transformation. The Chief Officer will provide a key leadership role and will also be accountable for the successful delivery and drive of the change programme.

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## **7. Next Steps**

- 7.1. Our approach and Delivery Plan will be further developed over the coming months, working with a range of key stakeholders such as our managers, service users, carers and partners, to further refine our approach and the development of a Strategic Delivery Plan.
- 7.2. Our priorities for the next reporting period are to:
- Review and expand the current Change and Improvement Programme governance and resources to reflect the ambition and scale of our Delivery Plan, and to ensure there is the appropriate capacity, capability and leadership to drive this vision forward;
  - Develop a Communication Plan which will adopt creative and effective ways to share our vision across Renfrewshire, to clearly set out what we

believe we can achieve working together as a community, and to create a joint sense of purpose;

- Involve others to design a Programme Engagement Model, founded on collaboration and partnership working, with our service users, staff, partners and the wider community;
- Assess our organisational readiness and capacity for change, and to consider how we can best support our workforce through effective communication and engagement, collaborative planning, organisational development, leadership training etc; and
- Identify the priority areas in our emerging Programme for 2019/20, building on our change and improvement work to date.

7.3. A further update will be brought to the November 2019 IJB meeting.

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### Implications of the Report

1. **Financial** – the Strategic Delivery Plan is viewed central to deliver the IJB's Financial Plan.
2. **HR & Organisational Development** – there are likely to be workforce considerations identified in relation to the delivery of this Plan.
3. **Community Planning** – the HSCP will ensure there are appropriate links into the wider community planning process and with partners.
4. **Legal** – any changes emerging from this programme will be consistent with the HSCP's statutory duties.
5. **Property/Assets** – there are likely to be property / asset considerations identified in relation to the delivery of this Plan.
6. **Information Technology** – technology enabled solutions are expected to be identified to support the delivery of the Strategic Delivery Plan.
7. **Equality & Human Rights** – an EQIA will be undertaken as part of the programme associated with the delivery of the Strategic Delivery Plan
8. **Health & Safety** – no specific implications.
9. **Procurement** – there are likely to be procurement activities associated with the delivery of the Strategic Delivery Plan
10. **Risk** – the report highlights some high level risks.
11. **Privacy Impact** – n/a.

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**List of Background Papers** – None.

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