

**BOARD MEETING: 29<sup>th</sup> September 2017**

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**NATIONAL BOARDS COLLABORATION PLAN**

**Recommendation/action required:**

The Board is asked to note progress in development of the National Boards Collaboration Plan in advance of the final Plan being submitted to the Board in February 2018 for approval
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**22<sup>nd</sup> September 2017**

## National Boards Collaboration Plan

### 1. Purpose

- 1.1 This paper updates the Board on progress in developing the National Boards Collaboration Plan, a requirement of the Health and Social Care Delivery Plan published in December 2016. In doing so, this paper reaffirms the expectation on all National Boards to engage in the development of the plan and contribute to delivery of the Health and Social Care Delivery plan.
- 1.2 The final plan will be submitted to the Board in February 2018 prior to approval by the Scottish Government in March 2018.

### 2. Background

- 2.1 The Health and Social Care Delivery Plan confirmed a requirement for the 8 National Boards to bring forward a National Delivery Plan demonstrating how they would collaborate to deliver common services and functions on a “once for Scotland” basis, reducing unnecessary variation wherever possible, whilst ensuring critical services are sustainable and realise value for reinvesting in direct patient care.
- 2.2 There is a requirement that the National Boards will submit a final draft of their joint plan by the 30<sup>th</sup> September 2017 to Scottish Government with the completed plan submitted by 31<sup>st</sup> March 2018.
- 2.3 The completed plan will require to be agreed by all National Boards prior to submission and it is anticipated that final plan will be submitted to the Board meeting in February for consideration and approval.
- 2.4 The plan sets out the initial priority areas identified for collaboration across the 8 National Boards which will support delivery of high quality and sustainable health and social care services across Scotland. The identified 5 key areas where effective collaboration and a new approach across the National Boards will enable the delivery of the Health and Social Care Delivery Plan are;
  - Service transformation focused on demand management;
  - Digital transformation;
  - Once for Scotland;
  - Support for intelligence-led national, regional and local planning and
  - Public Health Capability.
- 2.5 The delivery plan confirms that any proposals to take forward collaboration across these themes will be underpinned by a number of key principles, these are:
  - Clear focus on the impact on quality of service and effectiveness of care pathways

- Early identification of the areas we can achieve most through working together; and
- Recognition that each National Board has its own particular remit and responsibilities

### 3. Transforming our Support Services

- 3.1 The plan incorporates proposals to standardise and share a range of support services with a target to reduce the operating costs of the 8 National Boards by £15m in 2017/18 to allow this to be reinvested in frontline NHS Scotland priorities.
- 3.2 The National Boards have reviewed the 'support services functions' within each Board to identify potential areas for standardisation and sharing. The following areas have been identified where collaboration is possible and where a shared approach could potentially add value and support transformation:
- Facilities and Estates
  - HR
  - Hospitality and Events Management
  - eHealth
  - Risk and Resilience
  - Finance
  - Planning and Performance
  - Data and Analytical Capability
  - Business Services and Administration
  - Communications and
  - Procurement
- 3.3 We remain actively engaged with the National Boards across all these respective workstreams to identify ways to collectively standardise and share services, consistent with the requirement to reduce the operating costs of National Boards as set out in the Health and Social Care Delivery Plan.

### 4. Public Health Capability

- 4.1 The health of Scotland's population drives demand on the NHS. Improving the health of Scotland's population is the key to reducing demand on NHS Scotland services. National Boards hold substantial resources that underpin and support Public Health including **Public Health Intelligence, Health Protection, Healthcare Public Health** and **Health Improvement**
- 4.2 Our approach to the delivery plan has been to strengthen the contribution of the national Boards and the wider health and social care system to tackling the wider social determinants of health and reducing preventable harm and supporting a shift towards prevention and early intervention to meet longer term demand management challenges and sustainability of services.

- 4.3 NHS Health Scotland, working with National Services Scotland have been clear that that the our respective contribution to the delivery plan are linked to the future public health landscape, and subsequently, the impact of the delivery plan and our respective contributions will be influenced by the future governance and delivery model for the new public health body.
- 4.4 However, early indications from the Scottish Government public health reform team are that there would be an expectation that the new public health body would be expected to draw on support services from the national Boards or in some instances, services provided on a regional basis outwith the National Boards, where this is more effective.
- 4.5 Our contribution to the plan, over and above our engagement in the ongoing support services workstreams, has been to work with National Services Scotland on developing public health capability and we have confirmed our focus and contribution to supporting the National Delivery plan will be linked to the development of the new public health body around three key themes:
- Lead work to support and engage the National NHS boards, including NHS 24, NES and HIS to inform the future public health priorities and the contribution of the national Boards
  - Progress and implement the shared services programme, including the public health workstreams, with a particular focus on Health Protection, agreeing and implementing sustainable on call arrangements
  - Co-ordinate work with other national Boards to inform future national and regional public health structures to ensure public health contributes to the National Delivery Plan themes
- 4.6 In addition to the themes agreed above, we will also take forward work to ensure the National Delivery Plan have a strong focus on development of the wider public health workforce within health and social care, therefore an additional focus will be:
- Shape and influence employers and learning institutions to ensure the health and care workforce is orientated toward public health practice; and the core public health workforce is fit for purpose.

## **5. Timescales and Next Steps**

- 5.1 NHS Health Scotland staff will continue to engage in the development of the delivery plan, the support services worksteams and the areas of focus described under public health capability. The Scottish Government Health &

Social Care Delivery Plan Programme Board will sign off the outline plan in Sept 17.

- 5.2 A final plan will be submitted to the Board in Feb 2018 prior to approval by Scottish Government in March 2018.

## **6. Finance and Resource Implications**

- 6.1 There are no direct financial implications from this paper. The National boards have agreed financial governance arrangements for future collaboration which will be subject to approval in the final delivery plan.

## **7. Staff Partnership**

- 7.1 There are no direct staff partnership implications from this paper. However, we are actively engaging with partnership on support services and partnership have aligned a representative to each support services workstream to work with the relevant NHS Health Scotland lead for each workstream. Partnership arrangements on the National Delivery Plan as a whole will be set out in the governance arrangements for collaboration being put in place by national Boards.

- 7.2 We have provided a number of briefings for staff on the support services workstreams and wider shared services, as proposals develop we will provide further briefings. The national Boards will agree a communications and engagement plan to support internal communications. Once this has been approved, the key messages will be shared across the organisation.

## **8. Communication and engagement**

- 8.1 There is no immediate Communications and Engagement requirements from this paper, the main focus to date is maintaining engagement in the development of the plan and progressing respective workstreams. The national Boards will approve a communications and engagement plan to support engagement with stakeholders, NHS Health Scotland is proactively working with leads from other National Boards to develop the plan and ensure a strong focus on public health.

## **9. Corporate Risk**

- 9.1 There is currently no risks resulting from this paper, however the National Delivery Plan and collaborative programmes directly relate to Corporate Risks:
- 17-1 As a result of not being able to capitalise fully on the policy direction laid out in the Scottish Government's Health & Social Care Delivery Plan and other national policy developments:

- Momentum for reducing health inequalities stalls.
- Our influence, and impact in improving health equitably, is reduced.
- 17-3 As a result of failing to engage with and effectively influence changes in the way roles are agreed and resources are allocated across NHSScotland national Boards:
  - We miss out on opportunities for greater efficiency and better ways of working.
  - Our ability to deliver on our ambitions is hampered.
  - Our organisational strengths, such as producing high quality information and evidence, are under-valued, under-played or misrepresented.

The effectiveness of our engagement in the development and implementation of the national plan and support services workstream will mitigate the above risks

## **10. Promoting Fairness**

- 10.1 There are no direct issues relating to promoting fairness associated with this paper, however our approach to influencing development of the National Development plan has ensured a strong focus on population health and equitable health improvement.
- 10.2 Our engagement in the subsequent implementation of the public health capability themes and support services workstreams will ensure this continues and strengthened.

## **11. Sustainability and Environmental Management**

- 11.1 There are no direct issues relating to Sustainability and Environmental Management associated with this paper, however, following approval in March 2018 and implementation of the national delivery plan and associated support services workstreams there will be a requirement to ensure appropriate focus on Sustainability and Environmental management.

## **12 Action/ Recommendations**

- 12.1 The Board is asked to note progress in development of the National Boards Collaboration Plan in advance of the final plan being submitted to the Board in February 2018 for approval

**Mark McAllister**

**Organisational Lead for Strategic Development**

**22<sup>nd</sup> September 2017**