

NHS Board Meeting
26 August 2020

Lanarkshire NHS Board
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SUBJECT: CORPORATE OBJECTIVES 2019/20 – YEAR END REPORT

1. PURPOSE

The purpose of this paper is to advise Board Members of the year-end performance against the 2019/20 Corporate Objectives.

For approval	<input type="checkbox"/>	For assurance	<input type="checkbox"/>	To note	<input checked="" type="checkbox"/>
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This paper has been prepared by Roslyn Rafferty, Strategy & Performance Manager.

2. ROUTE TO THE BOARD

This paper has been:

Prepared	<input type="checkbox"/>	Reviewed	<input checked="" type="checkbox"/>	Endorsed	<input type="checkbox"/>
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agreed by Colin Lauder, Director of Planning, Property & Performance

3. SUMMARY OF KEY ISSUES

3.1 Background

At its March 2019 meeting, the NHS Board approved the 2019/20 Corporate Objectives and requested progress reports on delivery at Mid-Year and Year End. A Mid-Year report was considered in December 2019. The attached Year End Report for the period to 31 March 2020 was completed by named leads during July / August 2020.

The data used is the validated, published data for governance and assurance purposes. The exception to this is the data used in section 4.16 for Unplanned Bed Days, A&E attendances and Emergency Admissions, where management information must be used as fully validated or published information is not available.

3.2 Objectives, Actions and Coding System

While there are 69 Corporate Objectives, we will only report against 66 due to in-year changes to recording arrangements/standards to three of the Corporate Objectives (1.10, 3.2 and 5.5). From the 66 Corporate Objectives, we will report on 102 separate actions at the year end.

The coding system used in-year is as follows:

Blue	Achieved / Exceeded
Green	On target
Amber	Delayed / off trajectory but expected to recover, in line with agreed RAG ratings or assessment of Lead ED
Red	Significantly delayed / off trajectory, not expected to recover, in line with agreed RAG ratings or assessment of Lead ED

However, at the year end, Objectives can only be ‘Achieved’ – Blue or ‘Not Achieved’ – Red, as there is no more time left for recovery. Only those items where data is in arrears (year-end position is as yet not known) or where the target straddles more than one year are rated Amber or Green.

3.3 Analysis of Results

The reported position as at 31 March 2020 is as follows:

Corporate Objectives Section:		Number of Actions:				
		Blue	Green	Amber	Red	Total
1	Modern fit for purpose NHSL, focused on prevention, reducing inequalities and access to care	21	3	0	9	33
2	Substantial & sustainable improvements in the delivery of safe services	11	4	1	2	18
3	Excellence in employment, staff engagement and partnership working	3	5	0	0	8
4	Greater integration of public services driven by partnerships and collaboration	13	11	6	6	36
5	Achieve best outcome and value for money	2	3	0	2	7
Total		50	26	7	19	102
%		50%	26%	7%	19%	100%

3.4 Reds

Details of ‘Reds’ can be found at the following entries in the attached report. (Some sections have multiple actions which have a Red RAG rating).

1.1	Unscheduled Care – Implement the 6 Essential Actions	1.15	Improve performance on Primary Care Advance booking target
1.2	Achieve the A&E 4 hours target	2.2	Staphylococcus aureus bacteraemia (SAB) Target
1.5	Achieve the TTG target	2.12	Input to service redesign and/or development by using data analytics and development of referral pathways to address Realistic Medicine principles
1.6	Achieve the 18 week RTT target	4.11	Implement the Children & Young People’s Health Plan
1.9*	Achieve the 12 weeks AHP target	4.16*	Implement Joint Strategic Commissioning Plans to deliver the 9 National Health & Wellbeing Outcomes
1.11	Achieve the 18 week CAMHS target	5.3	Achieve the sickness absence target
1.12	Achieve the 18 week Psychological Therapies target	5.6	Continue to implement the Out of Hours Review

3.5 Conclusions

Thus, 50 (50%) actions were achieved at the year end, with 19 (19%) not achieved. A further 33 (33%) actions were rated green or amber, where data is in arrears or the target straddles more than one year.

4. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	<input checked="" type="checkbox"/>	AOP	<input checked="" type="checkbox"/>	Government policy	<input checked="" type="checkbox"/>
Government directive	<input type="checkbox"/>	Statutory requirement	<input type="checkbox"/>	AE/local policy	<input type="checkbox"/>
Urgent operational issue	<input type="checkbox"/>	Other	<input type="checkbox"/>		

5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

Three Quality Ambitions:

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
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Six Quality Outcomes:

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input checked="" type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input checked="" type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input checked="" type="checkbox"/>
Healthcare is safe for every person, every time; (Safe)	<input checked="" type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

6. MEASURES FOR IMPROVEMENT

The Corporate Objectives provide a summary of high level deliverables that are translated and cascaded into individual objectives each with specific measures attached for individual performance appraisal. The data used is the validated, published data for governance and assurance purposes.

7. FINANCIAL IMPLICATIONS

None.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

The Corporate Objectives Year End Report is provided for assurance purposes. Areas described within it will have links to the Risk Register where appropriate

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	<input type="checkbox"/>	Effective partnerships	<input checked="" type="checkbox"/>	Governance and accountability	<input checked="" type="checkbox"/>
Use of resources	<input checked="" type="checkbox"/>	Performance Management	<input checked="" type="checkbox"/>	Equality	<input type="checkbox"/>
Sustainability Management	<input checked="" type="checkbox"/>				

10. EQUALITY IMPACT ASSESSMENT

EQIAs will be completed for work streams than underpin the delivery of individual Corporate Objectives.

11. CONSULTATION AND ENGAGEMENT

Corporate Objectives are developed by the CMT each year and approved by the Remuneration Committee and by the PP&R Committee. The process of development involves all lead Executive Directors and their senior staff where appropriate.

12. ACTIONS FOR THE BOARD

Approve	<input type="checkbox"/>	Endorse	<input type="checkbox"/>	Identify further actions	<input type="checkbox"/>
Note	<input checked="" type="checkbox"/>	Accept the risk identified	<input type="checkbox"/>	Ask for a further report	<input checked="" type="checkbox"/>

The Board is asked to:

- note the Corporate Objectives 2019/20 Year End report;
- note that the Corporate Objectives 2020/21 Mid-Year Progress Report will be considered at the November 2020 PP&RC meeting; and
- note that the Corporate Objectives 2020/21 Year End report will be considered at the August 2021 NHS Board meeting.

13. FURTHER INFORMATION

For further information about any aspect of this paper, please contact:

Roslyn Rafferty, Strategy & Performance Manager, Telephone: 01698 858210.

Colin Lauder
Director of Planning, Property & Performance

