

Meeting of:
NHS Board
25 November 2020

Lanarkshire NHS Board
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SUBJECT: CORPORATE OBJECTIVES 2020/21 – MID- YEAR REPORT

1. PURPOSE

The purpose of this paper is to advise Board Members of the mid-year performance against the 2020/21 Corporate Objectives.

For approval	<input type="checkbox"/>	For endorsement	<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 checked="" type="checkbox"/>
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by the CMT on 16th November 2020

3. SUMMARY OF KEY ISSUES

3.1 COVID-19 - Impact on Performance

In response to the global COVID-19 emergency, in March 2020 NHS Scotland was placed on an emergency footing and extraordinary re-organisation of local services took place in Lanarkshire, with clinical services and non-clinical services either suspended, reduced or reconfigured. The scale of such rapid and significant change has been challenging and, across the Health and Social Care system in Lanarkshire, we have seen exceptional work from individuals and teams.

COVID-19 it likely to be with us for some time and, as we move forward, plans are in place to ensure that we achieve a balance between maintaining a significant COVID-19 response, in line with modelling assumptions, alongside a commitment to provide safe primary and secondary care.

As of the end of September, many of the services referred to above had been stood up/partially stood up. However, this did not/does not mean that services resumed “normal” delivery. Many “recovered” services are operating on a reduced scale which has had a significant impact on performance. While the restart of previously paused elective services is well underway, both the ability to sustain this activity and the pace of progress in restarting elective services will be determined by the success in suppressing the virus and the need to redeploy acute general beds and intensive care unit beds to create inpatient capacity to respond to further waves.

Of particular note is the impact on the Public Health Department. Whilst in a Public Health Emergency dealing with immediate ongoing actions with Coronavirus, the Public Health Department is unable to commit to delivering on key performance indicators (KPIs) developed pre COVID-19.

It is recognised that all Public Health KPIs (including health inequalities and the provision of screening services) are extremely important, however, there is limited Public Health capacity and the Department will focus on:

- Suppressing the virus through effective delivery of Test & Protect and the effective management of clusters & outbreaks;
- Key vaccination programmes supporting colleagues in Health and Social Care to deliver Flu vaccine and hopefully a vaccine for COVID-19; and
- Sustaining a huge effort to try and minimise a second wave of COVID-19 on our Care Homes.

3.2 Background

At its March 2020 meeting, the NHS Board approved the 2020/21 Corporate Objectives and requested progress reports on delivery at Mid-Year and Year End. The Corporate Objectives were subsequently revisited in September 2020 and a small number of KPIs revised to reflect the implications of responding to COVID-19.

The attached Mid-Year Report for the period to 30 September 2020 was completed by named leads during October / November 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.

3.3 Objectives, Actions and Coding System

While there are 77 Corporate Objectives, we will only report against 65, equating to 115 separate actions at this mid-year point.

Of the twelve Corporate Objectives not reported:

- 1.3, 1.10, 2.5, 2.6, 2.7 and 3.8 - recording arrangements/standards are in development;
- 1.8, 4.1 and 4.2 – validated data is awaited from ISD;
- 3.3 – national programme has paused due to COVID-19;
- 3.8 – new national strategy is awaited; and
- 4.4 – SG clarification awaited on target.

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

3.4 Analysis of Results

The reported position as at 30 September 2020 is as follows:

Corporate Objectives Section:		Number of Actions:				
		Blue	Green	Amber	Red	Total
1	Delivering fit for purpose, timely, appropriate and effective interventions	0	12	7	16	35
2	Ensuring substantial & sustainable improvements in safety and quality	2	14	9	5	30
3	Promoting excellence in employment and engagement	0	5	2	0	7
4	Maximising the Integration of Public Services through cohesive partnerships and collaboration	4	20	8	1	33
5	Delivering best outcomes and value for money	0	2	5	1	8
6	Fostering and enabling a values-based culture through personal leadership	0	0	2	0	2
Total		6	53	33	23	115
%		5%	46%	29%	20%	100%

3.5 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.

1.2*	Achieve the A&E 4 hours target	2.2	Reduce the C Diff Infection (CDI) rate
1.6	Achieve the TTG target	2.4	Reduce the Escherichia Coli Bacteraemia (ECB) infection rate
1.7*	Achieve the 12 weeks AHP target	2.15	Bullet 4 - Input to service redesign and/or development by using data analytics and development of referral pathways to address Realistic Medicine principles
1.9*	Achieve the 12 weeks AHP waiting times target	2.16	Objective 2: Ensure R&D remains financially viable and generates income for re-investment
1.11	Achieve the 18-week CAMHS target	2.17	Demonstrate a 10% increase in rolling 3-year average research funding coming into the Board from all sources as a proxy measure* for quantifying the Board's research efforts and activity.
1.12	Achieve the 18 weeks Psychological Therapies target	4.11	Implement the Children & Young People's Health Plan
1.15	Improve performance on Primary Care Advance booking target	5.1	Achieve financial breakeven and efficiency savings in line with agreed AOP / Financial Plan.
1.21	Achieve the 6 weeks Diagnostics target	5.6	Continue to implement the Out of Hours Review

3.6 Conclusions

Thus, 59 actions (51%) are either achieved or on track to be achieved at mid-year, with 33 (29%) delayed or behind trajectory but expected to recover, and 23 (20%) significantly delayed or off trajectory.

The Full Year Progress Report for 2020/21 Corporate Objectives will be submitted in August 2021.

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"/>		
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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 Mid-Year 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:

1. note the Corporate Objectives 2020/21 Mid-Year report; and
2. note that the Full Year Progress Report for 2020/21 Corporate Objectives will be considered by the NHS Board in August 2021.

13. FURTHER INFORMATION

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

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Colin Lauder
Director of Planning, Property & Performance