

NHS Board Meeting
25 August 2021

Lanarkshire NHS Board
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**SUBJECT: 2021/22 CORPORATE OBJECTIVES
REVISING THE STRATEGY MAP
(VISION, PURPOSE AND KEY PRIORITIES)**

1. PURPOSE

The purpose of this paper is to provide Board Members with

For approval	<input type="checkbox"/>	For Assurance	<input type="checkbox"/>	For Information	<input checked="" type="checkbox"/>
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2. ROUTE TO THE BOARD

This paper has been prepared by Roslyn Rafferty, Strategy & Performance Manager.

3. SUMMARY OF KEY ISSUES

The Corporate Objectives are developed each year by CMT and signed off by the NHS Board. They identify the critical areas of business that must be delivered on time and to standard during the forthcoming year. The Corporate Objectives provide the high-level description of each area, with more specific detail being set out in the cascade down through divisional, team and personal objectives.

In response to the global COVID-19 emergency, in March 2020 NHS Scotland was placed on an emergency footing and extraordinary reorganisation 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.

The Corporate Objectives for 2020/21 were approved by the NHS Board in March 2020. However, the Corporate Objectives were subsequently re-visited in September 2020 and a small number of KPIs revised to reflect the implications of responding to Covid-19.

Covid-19 is 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. It was therefore considered opportune to pause the normal process of approving Corporate Objectives in March 2021 to consider and reflect on the current pressures facing local systems. Following discussion with the Board Chair and Chief Executive has been decided to re-visit the NHS Lanarkshire purpose & vision from which the Corporate Objectives will cascade.

Board Members will be consulted out with the Board meeting to revisit the purpose & vision and key priorities. The three combined elements were known as the Strategy Map.

CURRENT CORPORATE OBJECTIVES/STRATEGY MAP
<p>NHS Lanarkshire's Vision</p> <p>Achieving Excellence –Delivering Person-Centred, Innovative Healthcare to Help Lanarkshire Flourish</p> <p>NHS Lanarkshire's Purpose</p> <p>To improve the health of the population of Lanarkshire & support people to live independently at home supported through integrated health & social care working</p> <p>NHS Lanarkshire's Strategic Aims</p> <ul style="list-style-type: none"> • Delivering fit for purpose, timely, appropriate and effective interventions; • Ensuring substantial & sustainable improvements in safety and quality; • Promoting excellence in employment and engagement; • Maximising the Integration of Public Services through cohesive partnerships and collaboration; • Delivering best outcomes and value for money; • Fostering and enabling a values-based culture through personal leadership.

Work will be taken forward over the coming weeks to review the Strategy Map to ensure it is fit for purpose for at least 2021/22.

It needs to reflect the current situation – global pandemic, emergency footing – but we will take the opportunity to reflect on the strategy map at the same time asking Directors and Senior Managers to develop personal objectives so that the appraisal system is not impacted significantly.

The review also needs to take account of the development of the Board's new Healthcare Strategy (*Our Health Together - Living Our Best Lives in Lanarkshire*), our ambition to become an exemplar anchor institution in our own NHS care delivery work and how intend supporting and catalysing action with our local partners.

We also need to build upon the learning and collaboration that has been reinforced by the pandemic to ensure that we have a resilient healthcare system for the future.

In addition, we need to see addressing inequalities and promoting wellbeing as core ways of working both in service delivery and in partnership working.

We will bring a further report to the September 2021 Planning, Performance & Resources Committee which will be an opportunity to review and approve the 2021/22 Strategy Map.

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 checked="" type="checkbox"/>	Statutory requirement	<input checked="" type="checkbox"/>	AHF/local policy	<input type="checkbox"/>
Urgent operational issue	<input checked="" 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 type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input 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 are reviewed at half year and year end points.

7. FINANCIAL IMPLICATIONS

None.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

The Board needs to ensure that the Strategy Map is relevant and deliverable, and reflects the Board's priorities during the pandemic. The Directors and Senior Managers Objectives will be established in apparel and any adjustments made mid-year. These are likely to be minor in nature.

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	<input checked="" 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 type="checkbox"/>	Equality	<input type="checkbox"/>
Sustainability Management	<input checked="" type="checkbox"/>				

10. EQUALITY IMPACT ASSESSMENT / FAIRER SCOTLAND DUTY

Not Applicable.

11. CONSULTATION AND ENGAGEMENT

Not Applicable.

12. ACTIONS FOR THE BOARD

Approve	<input type="checkbox"/>	Accept the assurance provided	<input type="checkbox"/>	Note the information provided	<input checked="" type="checkbox"/>
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The Board is asked to

1. Note the intention to review the Strategy Map;
2. Await further information on the revised draft of the Vision, Purpose and Key Priorities; and
3. Note the intention to bring back the revised Strategy Map at the September, Planning, Performance & Resources Committee meeting.

13. FURTHER INFORMATION

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

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Colin Lauder
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