

NHS Board
29 March 2023

Lanarkshire NHS Board
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SUBJECT: 2023/24 CORPORATE OBJECTIVES - DEVELOPMENT

1. PURPOSE

This paper is coming to the NHS Board

For approval	<input type="checkbox"/>	For Assurance	<input type="checkbox"/>	For Noting	<input checked="" type="checkbox"/>
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The Board is asked to note the proposed process to prepare the 2023/24 Corporate Objectives.

2. ROUTE TO THE NHS BOARD

Following discussions at CMT, this report has been prepared by Roslyn Rafferty, Head of Strategy & Performance.

3. SUMMARY OF KEY ISSUES

DEVELOPMENT OF 2023/24 CORPORATE OBJECTIVES

3.1 Background

The Corporate Objectives are developed each year by CMT and signed off by the Lanarkshire 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.

Different approaches to the development of Corporate Objectives were necessary during 2021/22 and 2022/23. Due to the uncertainties associated with the global pandemic, the normal process of approving 2021/22 Corporate Objectives was paused to consider and reflect on the pressures facing local systems. The development of Corporate Objectives for 2022/23 reflected that many uncertainties remained with respect to the ongoing and future impact of the Covid-19 pandemic. As such, a “paired-down” approach was adopted with only high-level objectives reflected within the template under a new set of Corporate Objective categories. The 2022/23 Corporate Objective template approved by the Board in March 2022 and was regarded as interim, with a key focus on the

standing up of services. The template was fully ratified at the November 2022 meeting of the PPRC when the mid-year progress report was considered.

3.2 Development of 2023/24 Corporate Objectives

During 2022/23 NHS Lanarkshire continued to improve its recovery position whilst focusing on quality and improvement. This was achieved against a background where the Board remained in an escalated Code Black position and continued to face significant unscheduled care challenges across the whole system. Balancing patient safety, staff wellbeing and financial governance in the context of this backdrop has meant that the aspirations for service recovery have been impacted. From an elective perspective, to fully recover and address waiting list backlogs, pre-pandemic capacity must be exceeded. At this time, significant work has been undertaken to recover activity, however challenges remain in achieving the reduction in the long waits initially planned back in early 2022 and pre pandemic activity levels have yet to be reached.

When considering the development of Corporate Objectives for 2023/24 it is recognised that consideration should be taken of:

- on-going challenges and risks that relate to demands, staffing, and a reduction in SG funding;
- focus and allocation of resource to support Operation Flow;
- changes in personnel at the most senior level; and
- publication on 28 February of SG guidance on the development of a 3-year Medium Term Plan (MTP) and associated 1-year Annual Delivery Plan (ADP)

It is therefore proposed that the 2023/24 Corporate Objectives template will be developed during April and May 2023 and will involve a CMT workshop on 17 April to consider ongoing challenges, risks and strategic priorities. A draft template will then be developed for discussion at the Board Development session on 17 May, with a final draft prepared for consideration for approval at the May Board meeting.

4. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	<input checked="" type="checkbox"/>	ADP	<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 checked="" 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 are reviewed at half year and year end points, and operational work towards achieving the objectives will use various improvement measures to secure delivery.

7. FINANCIAL IMPLICATIONS

The Financial Plan for 2023/24 is submitted separately to the NHS Board and to Scottish Government and confirms the Board's commitment to operate within the financial parameters agreed with the Scottish Government.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

The risk in relation to the delivery of the Corporate Objectives in a resource-constrained environment will be managed and mitigated through the maintenance of robust systems of performance management and reporting at operational, corporate, Governance Committee and NHS Board level.

The risk around delivering financial balance is included in the Corporate Risk Register, and will be maintained under regular review as the business year progresses. Individual efficiency savings schemes are subject to Service Impact Risk Assessment, with a particular focus on those assessed as High risk.

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

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

10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

Has an E&D Impact Assessment has been completed?

Yes
No

This is a business performance report, not a proposal for change or development.

11. CONSULTATION AND ENGAGEMENT

This is a business performance report, not a proposal for change or development.

12. ACTIONS FOR THE NHS BOARD

The NHS Board are asked to:

Approve	<input type="checkbox"/>	Gain Assurance	<input type="checkbox"/>	Note	<input checked="" type="checkbox"/>
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1. the 2023/24 Corporate Objectives Template will be developed during April and May 2023;
2. a CMT workshop will take place on 17 April to consider ongoing challenges, risks and strategic priorities to inform the development of the Corporate Objectives;
3. a draft template will be developed for discussion at the Board Development session on 17 May; and
4. a final draft will be prepared for consideration for approval at the May Board.

13. FURTHER INFORMATION

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

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