

NOT PROTECTIVELY MARKED

Public Board Meeting

November 2019

Item No 11

THIS PAPER IS FOR NOTING

NHS IN SCOTLAND 2019 OVERVIEW REPORT

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Action required	The Board is asked to <ol style="list-style-type: none"> 1. Note the key messages and recommendations from the recent NHS in Scotland 2019 report; and 2. Note the key considerations and actions in progress for the Service arising from this report.
Key points	The NHS in Scotland 2019 overview report was published in October 2019. The attached paper takes the recommendations included within the report and correlates them with work already in place within the Service. This confirms the strategic direction and current thinking of Board members including, specifically: <ul style="list-style-type: none"> - ensure that the Boards' three-year plans approved in time for the start of the financial year - ensure that the blue print for good governance is implemented - focus and priority on shifting the balance of care with particular focus on primary care and mental health - the importance of robust workforce planning - importance of understanding our current demand and capacity
Timing	The Board is asked to note the work in progress. Updates will be provided through separate work streams reporting back through the appropriate governance committees.
Link to Corporate Objectives	The review will assist the Board to deliver its responsibilities for the conduct of public business and the stewardship of funds under its control.
Contribution to the 2020 vision for Health and Social Care	The Auditor General appoints auditors to ensure key tools are in place to regulate the operation of the Service, enhance Board Governance and ensure value for money is achieved.
Benefit to Patients	Ensuring good stewardship of resources.
Equality and Diversity	No implications identified.

NHS in Scotland 2019 Audit Scotland Overview Report

Introduction

Board members are aware of the recently published NHS in Scotland 2019 overview report. The report was sent electronically to Board members when it was published.

This paper will take the key messages included within the report and describe how this impacts on the Service's financial and service planning going forward.

Key Messages

The key messages within the report are well documented and described in each section.

These are:

1. The healthcare system faces increasing pressures from rising demand and costs. Without reform, the Scottish Government predicts that there could be a £1.8 billion shortfall by 2023/24. So far the pace of change to address this, particularly in the integration of health and social care, has been too slow.
2. The Scottish Government has started to put in place foundations to support boards make the changes required. These include the publication of the *Health and Social Care: Medium-Term Financial Framework*, the *Waiting Times Improvement Plan* and the introduction of a national leadership development project. The new requirement for NHS boards to develop three-year financial and performance plans enables them to more effectively plan how services will be delivered in the longer term. It is, however, too soon to assess the impact of these initiatives
3. Despite the existing pressures, patient safety and experience of hospital care continue to improve. Drugs costs have stabilised, and we have seen examples of new and innovative ways of delivering healthcare that involve a range of partners. These aim to increase the care provided in the community and expand multidisciplinary working, to improve access to care and treatment.
4. Achieving financial sustainability remains a major challenge for NHS boards. There have been increases in predicted deficits and additional financial support provided by the Scottish Government, and a continued reliance on one-off savings. Capital funding from the Scottish Government has decreased by 63 per cent over the last

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decade and the level of backlog maintenance remains high, at £914 million. High-profile, newly-built hospitals have come under significant scrutiny because of health and safety concerns.

5. The ambitions within the Scottish Government's 2020 Vision will not be achieved by 2020. The Scottish Government should work with NHS staff, partners and the public to develop its new strategy for health and social care. It should set out priorities that support large-scale, system-wide reform to increase the pace of change. Collaborative leadership is needed to focus on better partnership working, staff engagement and promoting positive workplace behaviours. Staff are at the heart of the NHS and it is vital that more is done to support them so that they can care for people in a safe, fulfilling and respectful environment.

Report Recommendations

The recommendations for Scottish Government in partnership with NHS Boards and integration authorities, arising from these key points have been summarised on the table below. Against each of these recommendations are considerations and actions to be considered by the Board, noting a number of these are already underway.

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Recommendations	SAS Considerations and Actions
The Scottish Government in partnership with NHS boards and integration authorities should:	
Develop a new national health and social care strategy to run from 2020 that supports large-scale, system-wide reform, with clear priorities that identify the improvement activities most likely to achieve the reform needed	The Scottish Ambulance Service 2030 strategy discussions have commenced building upon the key strategic direction of the Scottish Government
Develop and publish the national, integrated health and social care workforce plan and guidance, to inform future workforce planning	This is a key focus for the Board given the development of paramedic roles in primary care, mental health and deliver of the 2020 strategy objectives and the demand and capacity review. Significant work has been done already in this area and further work is in place to take this forward
Improve the quality and availability of data and information, particularly in primary and community care. This will allow better performance monitoring, inform service redesign and improve care coordination by enhancing how patient information is shared across health and social care services	The Service continues with its use of data to measure performance and outcomes. Further work has commenced in this regard with IJB data and this is a key element of our emerging 2030 strategy
Incorporate the principles of the Community Empowerment Act within communication and engagement strategies.	Work on patient and stakeholder engagement is a key focus of the Service and will be further built upon as the Strategy post 2020 is being developed
The Scottish Government in partnership with NHS boards should:	
Make sure that NHS boards' three-year plans are approved in time for the start of each financial year. The plans should be routinely managed and monitored and should include details of how boards intend to reduce their reliance on non-recurring savings	This work has commenced with the publication of the financial framework - the Service's financial plan for 2019-2022 will build on this work and describe how the funding pressures and opportunities can be bridged

<p>Ensure that the <i>NHS Scotland A Blueprint for Good Governance</i> is implemented in full and that areas for improvement are addressed, particularly around strengthening risk-management arrangements</p>	<p>This has been a key focus of the Board and a detailed action plan has been completed and good progress is being made</p>
<p>Continue to monitor the effectiveness of the Scottish Government's NHS leadership development project and its impact on recruitment, retention and the support of senior healthcare leaders</p>	<p>The Service is linked to this in a number of ways through Project LIFT and the governance work for Non Executive Directors.</p>
<p>Provide evidence that they actively promote positive workplace behaviours and encourage the reporting of bullying and harassment</p>	<p>This is a key focus for the Service as reflected in our corporate objectives and development of our wellbeing strategy</p>
<p>Have action plans in place to improve culture, address any issues identified and use the findings of the Sturrock review to inform their plans for cultural improvement.</p>	<p>An action plan is in place and is being progressed.</p>

Within the report the Service is highlighted within the patient safety improvement, changing the way services are delivered and helping address the NHS Scotland workforce challenges as detailed below.