

Meeting:	Shetland NHS Board
Date:	25 th June 2021
Report Title:	A Developing Portfolio for the Programme Management Office
Reference Number:	Board Paper 2021/22/23
Author / Job Title:	Lynne Sinclair, Programme Manager

Decisions / Action required:

The Board is asked to note the developing portfolio for the Programme Management Office.

High Level Summary:

The PMO was established as a one year Test of Change to support strategic and operational improvements across the organisation. There are three types of this facilitation of change:

- Enable – to support individuals or teams making changes in a localised area
- Support – to help teams deliver wider changes encompassing a number of areas
- Transform – to facilitate large scale transformation including multiple projects

From January the PMO has focused on engaging with staff across the organisation to streamline and understand the change landscape whilst Enabling and Supporting improvements. An update of progress was shared with the Board at the Development Session on 25 May 2021. This engagement will continue as it is an approach which equips staff with project management tools whilst building capacity for change. (Appendix 1)

In terms of a Transformation priority the Executive Management Team (EMT) agreed in April that the PMO would focus on developing a Transformation Programme for Primary Care as its priority with Brian Chittick, Interim Director of Community Health and Social Care and Primary Care Director, as the sponsor. This emerging programme is underway. (Appendix 2)

In June EMT identified two further potential areas of transformation – Workforce and Digital. Both of these areas are already integral to the Transformation of Primary Care and have been included within this programme.

Corporate Priorities and Strategic Aims:

All work of the PMO is aligned to realising the Vision of the organisation and the corporate aims.

Key Issues:

Due to ongoing capacity issues within the PMO with the inability to fully fill a Project Support Officer post, any future transformation priorities could only be considered if capacity allows. This will be kept under review.

Implications : *Identify any issues or aspects of the report that have implications under the following headings*

Service Users, Patients and Communities:	To support Primary Care Transformation, a communications and engagement plan will be developed to ensure the voice of service users, patients and communities is being heard.
Human Resources and Organisational Development:	The PMO is working closely with Staff Development to ensure there is co-ordinated approach to building capacity for change including tools and training.
Equality, Diversity and Human Rights:	There are no specific issues to consider; as the programme develops, Equality Impact Assessment will be undertaken to ensure that any issues of inequality or inequity are addressed.
Partnership Working	The NHS Shetland PMO is working closely with the Shetland Islands Council PMO particularly for the work in Primary Care Transformation.
Legal:	None identified at present.
Finance:	All changes are currently within existing resources.
Assets and Property:	None identified at present.
Environmental:	None identified at present.
Risk Management:	There are no specific risks to consider with this approach.

Policy and Delegated Authority:	The Board is being asked to note the report.	
Previously considered by:	Board Development Session	25 May 2021
“Exempt / private” item	N/A	

Appendix 1

PMO Progress Update (Text taken from slides presented to the Board on 25 May 2021)

A Test of Change

We are here : To support and assure the delivery of change across the organisation by providing expertise and guidance on project, programme and change methodology.

We are not here : To drive an efficiency agenda, although sustainability is key. We are not here to deliver capital or IT projects.

One year duration.

The team consists of a Programme Manager, Project Support Officer (vacant) and Administrator.

Our Aims

To support change at a strategic and operational level

To provide assurance of delivery

To provide consistency and standards

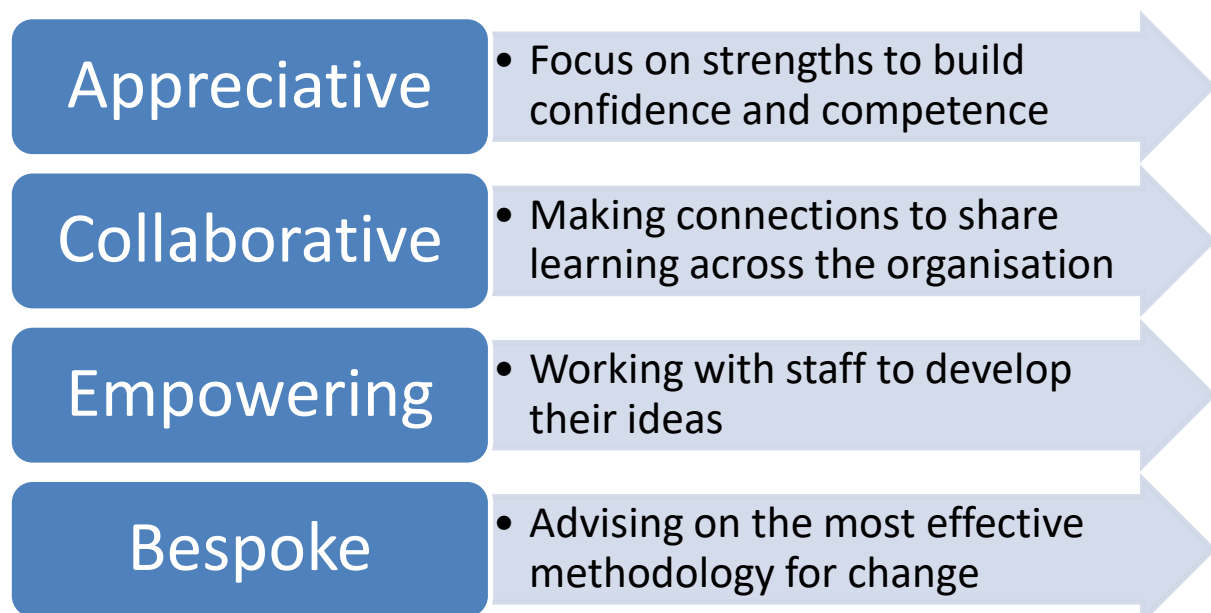
To create a comprehensive overview of the change landscape

To build capacity for change

To learn and share best practice nationally

Our Approach

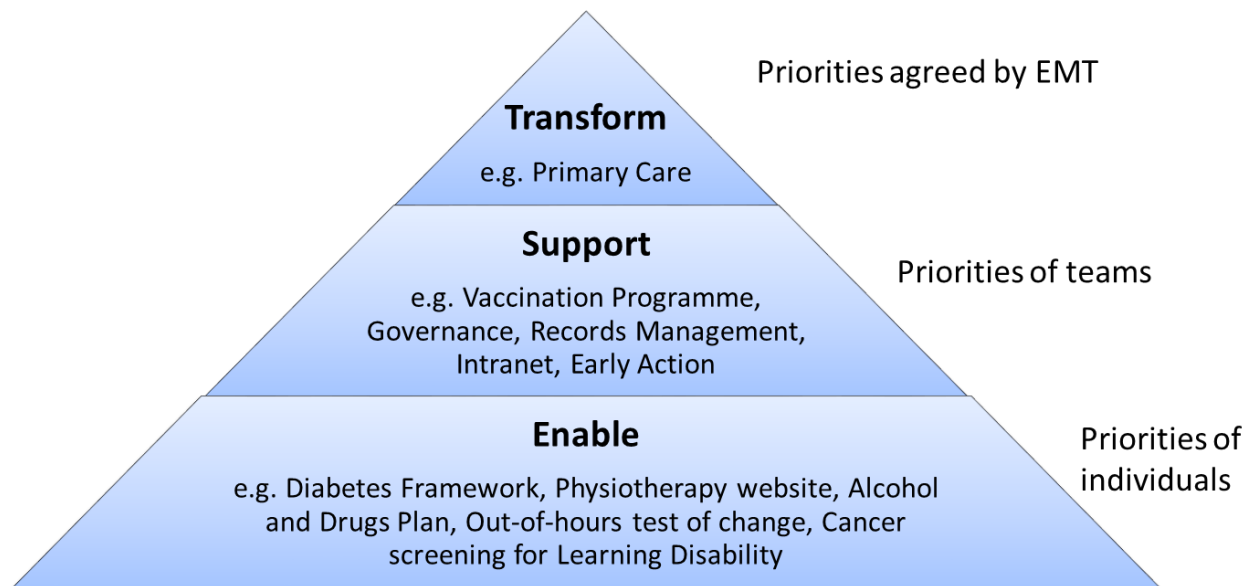
“Seek first to understand.” Ref: Stephen Covey



Our Checklist



To support change at a strategic and operational level



To provide assurance of delivery

Progress to date:

In terms of Support and Enable

- changes already within existing planning and performance arrangements

In terms of Transform

- a dashboard is being prepared to monitor and support progress

To provide consistency and standards

Progress to date:

Embedding robust definition of 'project'

Created a suite of tools and templates

Working with NSS to ensure best practice

To create a comprehensive overview of the change landscape

Progress to date:

- Review and closure of 100+ legacy 'projects'
- Developing a Project Register <10
- Logging all support provided as an analysis of need

To build capacity for change

Progress to date:

- Enabling and supporting individuals and teams
- Mentoring
- Working closely with Staff Development to develop tools

To learn and share best practice nationally

Progress to date:

- Building network with other PMOs
- Collaboration with North of Scotland Regional Group
- Links with Scottish Government

Appendix 2

Outline of emerging Primary Care Transformation Programme

This piece of work builds on the Primary Care Improvement Plan (PCIP), with the PMO working closely with the Service Manager responsible for that area, to support the evidence gathering for the actions identified within the PCIP. However as the scope of this emerging change programme extends beyond the implementation of the GP contract, which is the sole purpose of the PCIP, this will provide a wider context around the evolving role of support structures within the community. It is also an opportunity to align supporting plans which is enabling support in primary care, for example, workforce and digital.

There are a number of workstreams already under development within Primary Care. One of these is the Primary Care Improvement Plan (PCIP), which focuses on the implementation of the GP contract. The PMO is working closely with the Primary Care Service Manager to support the gathering of evidence for the actions identified within the PCIP and provide additional context for the evolving role of support structures within the community. It is also an opportunity to align the workforce and digital plans which will enable the realisation of the Primary Care Transformation Programme.

The timing was opportune as the Scottish Parliament (Health and Sport Committee) had recently published a report entitled, 'What should Primary Care look like for the next generation?' which clearly outlined a national ambition. The national themes are:

- Workforce and Ways of Working
- A Patient Centred Approach
- Preventative Focus
- Community wide approach to Wellbeing
- Use of technology and data

Establishing an agreed baseline is also key particularly to take cognisance of changes that will have occurred – either accelerated, altered or paused – as a consequence of the pandemic.

With direction from the Primary Care leadership team the following priorities have been identified for the PMO to work with colleagues to accelerate aspects of change thus providing the building blocks for transformation:

- Strengthening locality working and multidisciplinary teams
- Extending community based services through a Hub ethos
- Improving the approach to patient-focused, long-term care planning

These improvements will be enabled by aligned supporting activities in terms of workforce and digital priorities.