

Meeting:	NHS Shetland Board
Date:	12 th October 2021
Report Title:	Process of updating the Joint Strategic Commissioning Plan
Reference Number:	Board Paper 2021/22/39
Author / Executive Lead/ Job Title:	Elizabeth Robinson, Public Health and Planning Principal

Decisions / Action required:

The Board is asked to note the planned process for updating the Health and Social Care Partnership's Joint Strategic Commissioning Plan.

High Level Summary:

The purpose of strategic planning is trying to make sure that we use all the resources at our disposal (staff, assets, information, treatments, etc) to best meet people's outcomes. In IJB terms it is called the 'commissioning process'.

The 'Commissioning Process' has 5 key stages:

- assessing and forecasting needs
- linking investment to agreed outcomes
- considering options
- planning the nature, range and quality of future services
- working in partnership to put these in place.

Its purpose is to answer the following questions:

- How many people will need services and what type will they need?
- What is the current provision, is it the right level, quality and cost?
- How can these services improve people's lives?
- Which services will best achieve this?
- How do we develop these services at an affordable cost?
- How do we procure and deliver these services to best effect?
- How do we monitor and review these services?

The Report [CC-44-20-F] to the IJB in December 2020, started the process of updating the Strategic Plan. Appendix 1 sets out the process which is being followed, the information sources that will be used and the key activities which will be undertaken over the next 6 months of development. This work will be developed with the Strategic Planning Group, in line with its legislative responsibilities and agreed Terms of Reference.

The Needs Assessment is being considered under the following headings:

- service activity levels – actual, predicted, excess demand, changing trends;
- listening to and understanding stakeholder views;
- understanding the wider determinants of health and how inequalities in health can be reduced; and
- understanding changes in how we work

2.2.3 The [Clinical and Care Strategy](#) was approved by the Board in June 2021.

The Community Health and Social Care Partnership submitted 4 sections on specific topics:

- Primary Healthcare
- Mental Health
- The need to embrace community led support
- Opportunities for increasing support for self-management and monitoring

2.2.4 There is a considerable degree of alignment between the Clinical and Care Strategy and the Strategic Plan. There is great potential for the work undertaken in developing the Clinical and Care Strategy to be utilised in the development of the Joint Strategic Plan..

Corporate Priorities and Strategic Aims:

Delivery of the Strategic Plan relies on partnership working between Shetland Islands Council, NHS Shetland, Shetland Charitable Trust, other regional and national organisations (such as the Scottish Ambulance Service, NHS Grampian and other specialist Health Boards), voluntary sector providers and with individuals and families at the centre of decision making around their health and care needs.

Key Issues:

The work to update the Strategic Plan during 2021 through the Needs Assessment was started in December 2020 and is progressing across a number of activities. The process of engagement during the development of the Clinical and Care Strategy provided a wealth of data to help support the update of the Joint Strategic Plan and there is a real opportunity for alignment of intent across the planning processes.

Implications :	
Service Users, Patients and Communities:	The aim of the Joint Strategic Commissioning Plan is to meet the needs of Shetland's service users, patients and communities in responsive and effective ways, while encouraging and developing independence and reducing inequalities.
Human Resources and Organisational Development:	There are no specific issues to address for Human Resources at present, but the revised Joint Strategic Commissioning Plan will be accompanied by a three-year Workforce Strategy and it is recognised that the two will need to be closely aligned.
Equality, Diversity and Human Rights:	It is our intention to ensure that the Joint Strategic Commissioning Plan recognises the fundamental causes of poverty and inequalities, and sets out a clear approach to reducing, mitigating or eliminating these. The Plan will adopt a Human Rights-based approach to health and well-being, which recognises that our communities have the right to the highest attainable standard of health as a fundamental right of every human being. A rights-based approach to health also requires that health policy and programmes must prioritize the needs of those furthest behind first towards greater equity.
Partnership Working	In line with Christie Commission recommendations, the plan will aim to 'maximise scarce resources by utilising all available resources from the public, private and third sector, individuals, groups and communities'
Legal:	The Public Bodies (Joint Working) (Scotland) Act 2014 ("the 2014 Act") established the legislative framework for the integration of health and social care services.
Finance:	The Joint Strategic Commissioning Plan will be developed alongside a review of the Medium Term Financial Plan. The updating of the Plan will be a chance to review whether there is still an aim to achieve financial balance by 2023.
Assets and Property:	There are no specific issues to address with regard to assets and property, although it is recognised that different models of delivery may require a review of assets and property.
Environmental:	Given the relationship between with environment and health, it will be essential to develop a plan that supports us to meet Climate Challenge targets and recognises the importance of 'place-based approaches' and access to green space.
Risk Management:	The Shetland Community Health and Social Care Partnership Risk Assessment processes are being utilised to manage/mitigate identified risks.
Previously considered by:	A previous version of this report was considered by the Strategic Planning Group and IJB in June 2021.
"Exempt / private" item	/NA

Process of updating the Joint Strategic Commissioning Plan

The Commission on the Future of Public Services, the Christie Commission, identified, as a priority, the need to 'maximis(e) scarce resources by utilising all available resources from the public, private and third sector, individuals, groups and communities', and emphasised the need for 'implementing better long-term strategic planning, including greater transparency around major budget decisions like universal entitlements'.

The Scottish Government response to the Christie Commission set out four pillars of public service reform that should be kept in mind when developing plans for public services:

- A decisive shift towards prevention;
- Greater integration of public services at a local level driven by better partnerships, collaboration and effective local delivery;
- Greater investment in the people who deliver services through enhanced workforce development and effective leadership; and
- A sharp focus on improving performance through greater transparency, innovation and use of digital technology.

It is clearly essential to have a thorough understanding of the needs of the population in order to inform the commissioning plan. Needs assessment should be an ongoing process, but there will be a need to stop and take stock of what we currently know, and this is planned for November 2021.

Needs Assessment content to date:

Activity	Information Source	Impact on Needs Assessment	Status
Annual Performance Report	Performance Outcomes and Indicators	Delivery of outcomes, integration principles and key strategic performance areas	Draft Service and Financial Performance Report; outcome data will only be available in autumn 2021
Data: Actual Activity Levels and Performance	Performance Indicators / Service Activity Levels / Backlog / Waiting Lists	Current levels of need and demand / waiting lists / backlog	Senior Health Analyst appointed and part of work programme
Data: Predicted Activity Levels /Changes in Demand	Performance Indicators / Service Activity Levels / Backlog / Waiting Lists	Predicted / changing levels of need and demand	
	Covid-19 / Remobilisation Plans / Renewal and Recovery Plan	Predicted / changing levels of need and demand	Covid-19 Remobilisation Plan #3 presented to IJB 3 June 2021

	Housing needs assessment (supported accommodation)	Predicted / changing levels of need and demand	Work in progress
Understanding our Stakeholders Views	Health Needs Assessment	Shetland wide health profile underway	Work in progress
	Clinical and Care Strategy	Update of Strategic Priorities and Alignment of approach	Complete
	Community Led support	Targeted assessment of need (3 geographical areas)	Report on 'An emerging Change Programme for Primary Care' presented to IJB June 2021
Understanding wider determinants of health	Shetland Partnership Plan	Economic, social and environmental; equity	Work in progress
Changing how we work	Anchor: Early Action Systems Change	Co-production, early intervention/multi-disciplinary teams	Board and work programme now updated; alignment with other workstreams progressing
	COVID response	Use of digital support/multi-disciplinary teams/resources targeted at priority needs/emphasis on self care/support to access the 'right' service/remote and flexible working	Remobilisation Plan #4 under development.
Feeley Report	Consultation on National Care Service	Potential impact of proposed National Care Service on the way we deliver service locally.	Underway

The Strategic Planning Group will then have the role, linking with others as appropriate, in taking forward the development of the Joint Strategic Commissioning Plan.