



# NHS Golden Jubilee

<b>Meeting:</b>	<b>NHS Golden Jubilee Board Meeting</b>
<b>Meeting date:</b>	<b>30 March 2023</b>
<b>Title:</b>	<b>Annual Delivery Plan - Q3 (2022/23) Review</b>
<b>Responsible Executive/Non-Executive:</b>	<b>Gareth Adkins</b>
<b>Report Author:</b>	<b>Nicole Sweeney – Planning and Improvement Lead Rikki Young – Head of Planning</b>

## 1 Purpose

**This is presented to the NHS Golden Jubilee Board for:**

- Approval

**This report relates to:**

- Annual Operational Plan
- NHS GJ Strategy
- Government policy/directive

**This aligns to the following NHS Scotland quality ambition(s):**

- Effective

**This aligns to the following NHSGJ Corporate Objectives:**

- Leadership, Strategy and Risk
- High Performing Organisation
- Optimal Workforce
- Facilities Expansion and Use
- Centre for Sustainable Delivery
- NHS Scotland Academy and Strategic Partnerships

## 2 Report summary

### 2.1 Situation

All Boards are required to provide updates on delivery of their Annual Delivery Plan (ADP) by way of quarterly submission of Delivery Planning Templates to Scottish Government. Quarter 3 (October to December 2022) submissions were sent to Scottish Government on 27 January 2023, following approval and sign-off by the Executive Leadership Team.

The meeting cycle for the Finance and Performance Committee did not align to the timescales set by government for the Q3 return. As such the templates have been submitted in draft prior to Committee consideration of their content. This paper therefore seeks the Committee's approval of the Quarter 3 submission of the Delivery Planning

Templates. Should the Committee highlight any specific areas requiring changes these will be communicated to Scottish Government as necessary.

## 2.2 Background

The NHS Golden Jubilee Annual Delivery Plan (ADP) 2022/23 sets out the board's delivery priorities, with a suite of supporting templates providing more detail within a number of clinical and non-clinical areas. The ADP does not seek to provide full coverage across all board activities, and was developed in line with a specific commission from Scottish Government.

The Quarter 3 Delivery Planning Templates, included as appendices to this report, provide updates on progress against board deliverables as at the end of December 2022. This includes updated RAG status for each deliverable, and any changes to identified risks / controls, or delivery milestones.

Delivery Planning Templates were reviewed and updated by senior organisational leads working with the Quality, Performance, Planning and Programmes (QPPP) team.

The following templates formed the basis of the Quarter 3 return:

- Heart, Lung and Diagnostic Division
- National Elective Services
- Digital
- Estates
- Finance
- Golden Jubilee Conference Hotel
- Inequalities
- NHS Scotland Academy
- Workforce
- Centre for Sustainable Delivery





The Quarter 3 return was approved by the Executive Leadership Team on 23 January 2023. The Finance and Performance Committee is asked to consider and approve the update on 7 March 2023. This update will be presented to the Board on 30 March 2023.

## 2.3 Assessment

A summary highlight report and the Quarter 3 Delivery Planning Templates are included as appendices to this paper. Progress updates at the end of Quarter 3 have been provided, as have updated RAG statuses for each deliverable. All updates within the templates are highlighted in bold text.

The following table provides an overview of delivery progress during Quarter 3:

Table 1. Updated RAG Position

		Previous Quarter	Quarter 3 (this report)	Change vs previous quarter
	Complete/target met	1	2	+1
	On track	43	46	+3
	At risk – requires action	27	24	-3
	Unlikely to complete on time/meet target	1	1	No change
	Proposal – New Proposal/no funding yet agreed	1	0	-1
	<b>Total</b>	<b>73</b>	<b>73</b>	<b>No change</b>

The red RAG status relates to EP Cardiology. An ongoing challenge remains with long waiters, with projections indicating a risk that the service will not comply with 104 and 78 week targets. As at 31/12 there were 27 patients waiting over 52 weeks and a further 6 patients waiting over 78 weeks. Availability of anaesthetic resource is the limiting factor for long waits, however, growing demand for the service means that all procedure waiting

times are increasing. Activity levels in the West of Scotland still benchmark below the UK average.

Based on progress updates at the end of Quarter 3, changes were made to 7 RAG status indicators. Positively, 3 were upgraded from amber to green and 1 from red to amber, however, 2 shifted from green to amber and 1 from amber to red. Quarterly update reporting remains applicable for 1 closed deliverable as it was merged – *colorectal imaging to support surgery / bowel screening* deliverable is now merged with *establish colorectal imaging capacity*.

Table 2 provides a high level overview of these changes. Full detail is contained within the summary highlight report and corresponding Delivery Planning Templates.

Table 2. Changes to RAG Position by Deliverable

Delivery Planning Template	Deliverable	Q2	Q3
CfSD	National Elective Co-ordination Unit		
CfSD	Cancer Pathway Development		
NHSSA	Establish National Treatment Centre Workforce Programme		
HLD	Cardiology - TAVI Activity		
HLD	Digital Outpatient Consultation		
NES	General Surgery and Colorectal		
HLD	Cardiology - EP Activity		
HLD	<b>MERGED</b> - Colorectal imaging to support surgery / bowel screening		
Workforce	<b>COMPLETE</b> - Development of 3-year Workforce Plan		
NES	<b>NEW</b> - Mutual Aid - Supporting WoS Boards		
Estates	<b>NEW</b> - Phase 4 Expansion Scoping		





On track	
Deliverable at risk - action required	
Unlikely to complete on time / meet target	
Complete / target met	

Table Key

Following the initial Quarter 3 submission to Scottish Government, an error was identified by the Divisional Management Team in the underlying data relating to the 12 week Treatment Time Guarantee (TTG) breach position within the Transcatheter Aortic Valve Implantation (TAVI) service. At this time, investigations are ongoing to understand the cause of the issue and agree the correct Q3 12 week TTG breach position. Operational leads within the Heart Lung and Diagnostics division and Business Services have taken immediate action to rectify the reporting error. Scottish Government is aware of this issue.

Further detail on delivery of the ADP is contained within the accompanying Delivery Planning Templates.

### 2.3.1 Quality/ Patient Care

No direct impact – progress monitoring.

### 2.3.2 Workforce

No direct impact – progress monitoring.

### 2.3.3 Financial

No direct impact – progress monitoring.

### 2.3.4 Risk Assessment/Management

Deliverable risks are assessed and managed locally within Divisions / departments. Where necessary, risks are escalated through existing risk escalation hierarchy. No new or emerging risks were escalated through NHS GJ's risk management framework.

### 2.3.5 Equality and Diversity, including health inequalities

Delivery Planning Templates form part of the Board's ADP submission. The ADP sets out the Board's delivery priorities to March 2023. These include services to patients, and organisational development priorities affecting staff. Relevant Board strategies and policies including Diversity and Inclusion Strategy, Equality Outcomes and Health and Wellbeing Plans were considered in developing the ADP.

### 2.3.6 Other impacts

Not Applicable.

### 2.3.7 Communication, involvement, engagement and consultation

The Board carried out its duties to involve / engage external stakeholders as appropriate:

- Internal: Quality, Performance, Planning and Programmes and divisional leads engagement throughout December 2022, and ongoing in relation to TAVI data issue.

### 2.3.8 Route to the Meeting

This has been previously considered by the following groups as part of its development. The groups have either supported the content, or their feedback has informed the development of the content presented in this report.

- Executive Leadership Team, 23 January 2023
- Finance and Performance Committee, 7 March 2023

## 2.4 Recommendation

NHS Golden Jubilee Board members are asked to approve the reviewed Q3 Delivery Planning Templates.

## 3 List of appendices

The following appendices are included with this report:

- Appendix 1, NHS GJ ADP Delivery Planning Highlight Report
- Appendix 2, HLD Delivery Planning Template
- Appendix 3, NES Delivery Planning Template
- Appendix 4, Digital Delivery Planning Template
- Appendix 5, Estates Delivery Planning Template
- Appendix 6, Finance Delivery Planning Template
- Appendix 7, GJCH Delivery Planning Template
- Appendix 8, Inequalities Delivery Planning Template
- Appendix 9, NHSSA Delivery Planning Template
- Appendix 10, Workforce Delivery Planning Template
- Appendix 11, CfSD Delivery Planning Template

**Gareth Adkins**  
**Director of Strategy, Planning and Performance**  
**24 February 2023**