

Board Meeting: 19 November 2020

Subject: Strategic Programmes Review



Recommendation: Board members are asked to:

Discuss and Note	✓
Discuss and Approve	
Note for Information only	

1. Background

A structured review of the Board Strategy and strategic programmes, and supporting governance and programme management arrangements, is underway. This paper summarises the current position of the overall Strategy, and wider programmes and planning development activity for the next 6-12 months.

A similar update on strategic programmes was presented to the Finance, Performance and Planning Committee on 4 November

2. Impact of and response to Covid-19 pandemic

Delivering the NHS Golden Jubilee (NHS GJ) Recovery Plan and managing the ongoing impact of the Coronavirus pandemic remains the overarching strategic priority for the remainder of 2020/2021.

The pandemic has brought challenges but also opportunities including an acceleration of plans and agile working. Examples since March 2020 include:

- **Safe and sustainable resumption of Elective Services through increased core capacity**

Significant work has been undertaken by clinical and operational teams to develop a governance framework for the safe and sustainable resumption of elective orthopaedic surgery, cataract surgery, interventional cardiology, cardiac and thoracic surgery. These services resumed elective activity from July 2020 on a phased basis. Our recovery plan describes our work to deliver extended theatre sessions and six-day working to enable optimal use of the facilities and augment core capacity for orthopaedics, cancer and cardiac surgery.

- **Cancer surgery provision**

Working with referring boards, we have safely established a small range of surgical cancer services on site with augmented medical, nursing and support services. This additional cancer surgery is in addition to our existing lung cancer surgery service. To optimise care and develop pathways, we have focussed on

providing a small number of core cancer surgeries which are linked to national demand as well as a smaller provision for highly complex cancer surgery requiring considerable ICU care post op.

Using the '*Framework for Recovery of Cancer Surgery*' formulated by the Scottish Government Covid-19 Cancer Treatment Response Group, and working with West of Scotland Regional Planning, we will continue to work to ensure patients with the greatest priority are treated, and access is fair and reasonable.

Through our work with partner boards, we have offered capacity for cancer surgery for the following conditions:

- Colorectal cancer surgery supported by diagnostic colonoscopy;
- Osteosarcoma and Orthopaedic stabilisation of Metastatic Bone Disease;
- Gynaecology/Urology Cancer Surgery;
- ENT Cancer Surgery;
- Upper GI Cancer Surgery; and
- Breast Cancer Surgery (including sentinel node and reconstruction).

- **Early Access Diagnostic Centre**

We are continuing to explore opportunities to support early access to cancer diagnostics with associated testing for patients on a suspected cancer pathway. This could provide rapid access for GPs, for patients with a highly likelihood of cancer, to have multiple essential tests carried out to accelerate diagnosis.

- **Optimised cardiology pathways**

Using our learning from the first phase of the pandemic, in conjunction with regional partners, we are reviewing end-to-end cardiology pathways, and non-ST segment elevation myocardial infarction (NSTEMI) access.

3. Board Strategy and strategic priorities

A structured review of the Board Strategy and supporting programmes of activity has commenced, led by the Performance and Planning Team. This includes annual operational planning and recovery planning.

Review work thus far indicates that the majority of strategic priority areas within the Board Strategy remain appropriate and relevant. Delivery and progress in some areas has been impacted by the ongoing pressures of the pandemic; this will continue to feature as a strategic pressure for several years to come. Our Recovery Plan recognises that activity and capacity at NHS GJ may continue to be affected by winter pressures and further spikes of Covid-19, creating potential (and difficult to quantify) challenges for the delivery of Board strategic priority activities.

Within recent months there are a number of areas where good progress has been made. Recent examples of progress include:

- the opening to patients of the new Ophthalmology centre as part of the Phase one expansion. On opening the Eye Centre will be staffed for 3.4 theatres and 11 outpatient sessions but with all theatres and clinic rooms fully equipped for

use when required. In response to ongoing pressures in delivering elective activity the National Elective Services team, as part of the Recovery Plan, is recruiting additional nursing and clinical/non clinical staff to increase the number of cases and use of available capacity in the new facility.

- the opening of a fifth Cardiac Catheterisation Laboratory (Cath Lab) providing additional national capacity for procedures carried out within NHS GJ supporting delivery of our NHS GJ Interventional Cardiology Strategy.
- the launch of the NHS Scotland Academy's first course (peri-operative) as part of the Academy's phase one development. This accelerated course addresses a known workforce training demand and will be delivered over the next six months (instead of the previous 12-month model).

A key activity during the next six months will be for a reconstituted Strategic Programme Board to oversee a comprehensive review of the Board Strategy. The review will refresh strategic priorities, underpinned by clinical strategies and delivery plans with appropriate portfolio, programme and project management arrangements. Operationally focussed (or business as usual) activity will be managed largely on a highlight and exception reporting basis.

The review will consider NHS GJ's strategic intent and direction in areas such as:

- The expanding and evolving the NHS GJ portfolio to support NHS Scotland in its *Remobilisation, Recovery and Redesign* (the 'three Rs'):
 - Future National Hospital expansion (cancer, cardiac, orthopaedics, ophthalmology), diagnostics, robotics and digital surgery
 - NHS Scotland Elective Centre Commissioning
 - NHS Scotland Academy
 - NHS Scotland Innovation Accelerator
 - Strategic partnerships to support NHS Scotland, industry and academia
 - Centre for Sustainable Delivery
- Lung transplantation: an aim to secure external clinical advisory support (subject to pandemic pressures) to enable to scoping work to mature to a decision-making stage during 2021.
- Future strategy for the Hotel and Conference Centre, including interdependencies with other key developments. For example, the NHS Scotland Academy, provision of Covid-safe patient and visitor accommodation, and ongoing staff accommodation challenges exacerbated by physical distancing requirements.

While the pandemic has brought uncertainty and disruption, the response and recovery to the pandemic has and will continue to create opportunities. Locking in existing improvements (such as the rapid scaling up of virtual consultations through technology such as NHS Near Me) and exploiting opportunities to make improvements in an agile manner will continue to feature as part of the overall strategy, and NHS GJ programmes and planning agenda.

4. Strategic programmes governance and management

The role, remit and membership of the strategic programme board has been reviewed to ensure the governance arrangements required to support the oversight and delivery of the Board Strategy and key strategic programmes including the NHS Scotland Academy and NHS Scotland Innovation Accelerator remain robust and effective. This is consistent to continually review overall NHS GJ governance structures with the Scottish Government's *Blueprint for Good Governance*.

The Strategic Programme Board membership will be streamlined and will comprise the Executive Team supported by Planning and Performance senior leads. Programme and project teams will attend to provide updates as required.

Terms of Reference for the Strategic Programme Board are being developed along with a schedule of business, including reporting on strategic priorities and programmes as part of an integrated portfolio approach. Included within this will be regular less-formal sessions and workshops for clinical/divisional developments that sit out-with but have strong links to the overall Board strategic programme. Scheduling will be aligned to the business cycle for the relevant Board Committees.

Building on existing good practice, robust programme, project and planning management arrangements will be embedded within strategic programmes. This includes realigning both divisional and corporate resources (financial, physical and people) with key strategic priorities. Where appropriate external support will be sought through inward secondments and through existing sources such as the Scottish Government's Centre for Sustainable Delivery.

5. Next steps and priorities for the next 6-12 months

There will be an ongoing focus on strategic planning, working with the Board and sub-committees to review and refine Board strategy in line with emerging priorities.

Revised governance, programme and planning management arrangements will be established, taken forward by the Planning and Performance Team working closely with other NHS GJ teams such as Clinical Governance and the incoming Head of Quality Improvement.

The Strategic Programme Board will maintain oversight of all strategic programme activity and will report into the Board through the Finance, Performance and Planning Committee. However, further discussions and review of board sub committees may be required as the portfolio of the NHS Golden Jubilee develops.

6. Recommendation

Board members are asked to discuss and note the update on strategic programmes

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Date: 12 November 2020