



INTEGRATION JOINT BOARD

Date of Meeting	6 July 2021
Report Title	Portfolio Management
Report Number	HSCP.21.081
Lead Officer	Sandra MacLeod, Chief Officer
Report Author Details	Sandra MacLeod, Chief Officer
Consultation Checklist Completed	No
Appendices	None

1. Purpose of the Report

- 1.1. The purpose of this report is to provide assurance to the Integration Joint Board (IJB) that the Chief Officer has in place robust arrangements to support the Leadership Team to deliver on the agreed objectives whilst providing support in relation to the wider Portfolio Management approach across NHS Grampian and Aberdeenshire and Moray Health and Social Care Partnerships.

2. Recommendations

- 2.1. It is recommended that the Integration Joint Board:
- a) Notes the level of assurance provided within the report in relation to Portfolio Management.

3. Summary of Key Information

- 3.1. Following the non-appointment by NHS Grampian to their Acute Director role in April 2021, the Chief Officer was asked to provide operational line management support to colleagues in the Acute Sector within NHS Grampian's new Portfolio Management approach.
- 3.2. The new Portfolio Management approach is designed to facilitate the further integration between the community, primary and secondary health and social care system across defined patient pathways.



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- 3.3.** This opportunity affords the Chief Officer far greater influence over the whole system of health and social care. By widening the scope of Aberdeen City Health and Social Care Partnership's (ACHSCP) Leadership Team with new colleagues who bring additional components of the system i.e. Unscheduled Care and Medicine. These are components that the IJB has strategic planning responsibility for and our performance against these is measured as part of the suite of national performance indicators. Weaving these components into a new way of working anchors us into the whole system and increases our impact, both in the way we deliver services, and on the quality of that service provision.
- 3.4.** The Chief Officer not long after her appointment set out an innovative approach to the development and distribution of leadership within the health and social care partnership.
- 3.5.** The foundations of this approach, as set out below, are proving to be a useful for enabling delivery as a cohesive, collaborative and integrated team within the new expanded team. There are key areas of focus on how we engage, influence, and deliver in a system; how the team can have a shared, distributed and adaptive style that maximises the opportunities for our organisations to deliver.



In addition, the Chief Finance Officer in his report to IJB on 23 March 2021 (report HSCP.21.025), set out the objectives for the leadership team. Accountability for the delivery of these objectives will be monitored through



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the system of performance management, professional support, personal and peer support as set out in the previous board paper.

The Chief Officer's own personal objectives have been approved by the Chief Executive Officers of NHS Grampian and Aberdeen City Council and reflect these shared arrangements. The Chief Officer, meetings with the 2 Chief Executive's as part of the formal accountability arrangements as well as meeting with the chair and vice chair of the board.

4. Implications for IJB

- 4.1. **Equality, Fairer Scotland and Health Inequality** - The work of the Leadership Team is aimed at reducing inequality therefore the proposals in this report are thought to have a neutral to positive impact.
- 4.2. **Financial** – all financial aspects of this report will be delivered within existing budgets.
- 4.3. **Workforce** – the proposals in this report represent a new way of working. The report details the support put in place to assist the Leadership Team manage this change.
- 4.4. **Legal** - There are no legal implications arising from the recommendations in this report.
- 4.5. **Carers** – There are no implications for Unpaid Carers arising directly from the recommendations in this report.
- 4.6. **Covid-19** – the work of the Leadership Team will be undertaken with cognisance to the relevant guidance in relation to Covid-19. Most work continues to be carried out remotely and where it is necessary to get groups of staff together this is done in an environment where they can remain safely distant, wearing face masks, with good ventilation and access to hand washing or sanitising.
- 4.7. **Other** - none

5. Links to Aberdeen City Health & Social Care Partnership Strategic Plan

- 5.1. The Leadership Team contribute to the delivery of the Strategic Plan overall but the proposals in this report particularly support the Empowered Staff enabler.



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6. Management of Risk

6.1. Identified risks(s) -

There is a risk, if the Leadership Team do not work cohesively and in a cross-system way that, not only delivery of the IJB's Strategic Plan and Medium Term Financial Framework be at risk but also the delivery of our partners key strategic objectives in the Local Outcome Improvement Plan and both the current Clinical Strategy and the future plan for NHS Grampian.

6.2. Link to risks on strategic or operational risk register:

This report links to Risks 2, 5 and 7 on the Strategic Risk Register.

2. There is a risk of financial failure, that demand outstrips budget and Integrated Joint Board cannot deliver on priorities, statutory work, and project an overspend.

5. There is a risk that the IJB, and the services that it directs and has operational oversight of, fail to meet both performance standards/outcomes as set by regulatory bodies and those locally-determined performance standards as set by the board itself. This may result in harm or risk of harm to people.

7. Failure to deliver transformation at a pace or scale required by the demographic and financial pressures in the system.

6.3. How might the content of this report impact or mitigate these risks:

This report sets out the arrangements to ensure continued delivery of system wide strategic objectives.

Approvals	
	Sandra Macleod (Chief Officer)
	Alex Stephen (Chief Finance Officer)