

Commissioning the Delivery of a Strategic Planning Framework for Delegated Services

Background

The Integration Schemes for the Integrated Joint Boards (IJBs) set out their accountable role in terms of strategic planning for delegated acute services. This incorporates strategic planning leadership and the development of a strategic vision and strategic plan which is focussed on the whole patient pathway for the population of Grampian. In Grampian these 6 services and the agreed Lead IJBs are:

Service Identified for Strategic Planning	Agreed Host IJB
Accident and Emergency services provided within hospitals	Moray IJB
Palliative Care services provided within hospitals	Moray IJB
General Medicine hospital services	Aberdeenshire IJB
Respiratory Medicine hospital services	Aberdeenshire IJB
Geriatric Medicine hospital services	Aberdeen City IJB
Rehabilitation Medicine hospital services	Aberdeen City IJB
Mental Health Services	Aberdeen City IJB (Interim)

Objectives of Commissioning

A framework has been developed by the Chief Officers Group in partnership with local strategic planning groups, the NHS Grampian Acute Sector and NHS Grampian Senior Leadership Team which will be used to support strategic planning of those hosted services outlined above.

To achieve the delivery of the framework, planning and facilitation resource requires to be agreed and briefed and will be accountable for the agreed outputs. This document is the brief that sets out the process, outputs and reporting arrangements for those commissioned to provide the resource, and should be read in conjunction with the paper – ‘Proposed Planning Framework for Services Delegated for Strategic Planning’. An outline of the Strategic Planning Process is attached at **Appendix 1**.

It should also be noted that certain objectives may be agreed as part of the Strategic Planning Process itself; i.e. Workshop 1 is designed to identify and agree markers for success relative to the service. These can only be confirmed as objectives of commissioning at that stage.

Expected Outputs

Appendix 1 details key outputs at progressive stages of the planning process and includes but is not limited to:

Output / Deliverable	Detail
Pre-workshop Information Pack	This will provide sufficient detail to allow appropriate engagement with stakeholders prior to and during the workshops, examples of which are listed in the Strategic Planning Process at Appendix 1 .
Post workshop reports	This will support stakeholders’ engagement as part of the workshop process
Achievement of workshop objectives	As detailed for Workshops 1,2,3 in Appendix 1
Draft Plan	Following Workshop 3, this is an outline of the proposed end to end pathway

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Consultation process for Draft Plan	Offering a wide range of stakeholders the opportunity to comment on the draft plan
Management of governance process for Draft Plan	Liaising with Host IJB process, as well as other organisational processes
Production of Final Plan	Incorporating any amendments following the consultation process
Scheduling and administration of Workshops	Including the preparation and distribution of information packs
Facilitation of Workshops	Direct facilitation or securing external facilitation

Timescale

The process is designed to be flexible to accommodate the unique aspects of the service itself, local populations and local service delivery as well as any unique drivers or context. In this way, the process for one service may differ from another; however the model process is designed to span a period of approximately 9-12 months from the point of commissioning to endorsement of a Final Plan.

Delivery

It is anticipated that the support necessary to undertake the planning processes can be commissioned from across the structures of the IJBs and NHS Grampian, e.g. the Modernisation Directorate in NHS Grampian or appropriate improvement and transformation staff in each of the organisations. Those inputs which are likely to be required are listed on page 4 of 'Proposed Planning Framework for Services Delegated for Strategic Planning' Where external support is necessary, this will be identified at the commissioning stage.

Stakeholders

The relevant stakeholders will form a group that is representative of key professions, viewpoints and structures and is conducive to meaningful discussion and ownership. Stakeholders will be agreed by the each of the four sectors advance of the workshops and are likely to be limited e.g. 10 delegates per sector.

Resources

Spending levels around the services themselves, including direct budgets should be ringfenced until the Final Plan is approved and any agreed resource allocation can be put in place around the end to end pathway.

Staff Policies

The process is designed to support transformational and system level thinking and offer a forum for radical redesign as appropriate however will be cognisant of relevant staff policies, noting that multiple policies may apply to different staff groups.

Reporting and Governance

Formal reporting will support the governance process as set out in the Strategic Planning Process (**Appendix 1**). Informal reporting arrangements may be agreed with relevant groups as appropriate; this is likely to include a minimum of reporting to the Lead Chief Officer and to the Chief Officers group on a regular basis, e.g. monthly.

Service Context

Geriatric Medicine as a delegated service is hosted by Aberdeen City Health and Social Care Partnership. The acute service operates across Aberdeen Royal Infirmary which has ringfenced medical beds as well as a Geriatric Assessment Unit and Woodend Hospital which has Elderly Rehabilitation beds. Specialist geriatricians are aligned to Aberdeenshire and Aberdeen City. In Moray the Older People's Pathway is delivered by specialist geriatrician and Dr Gray's Hospital acute beds. Demographic trends showing an increase in the amount of people living to older

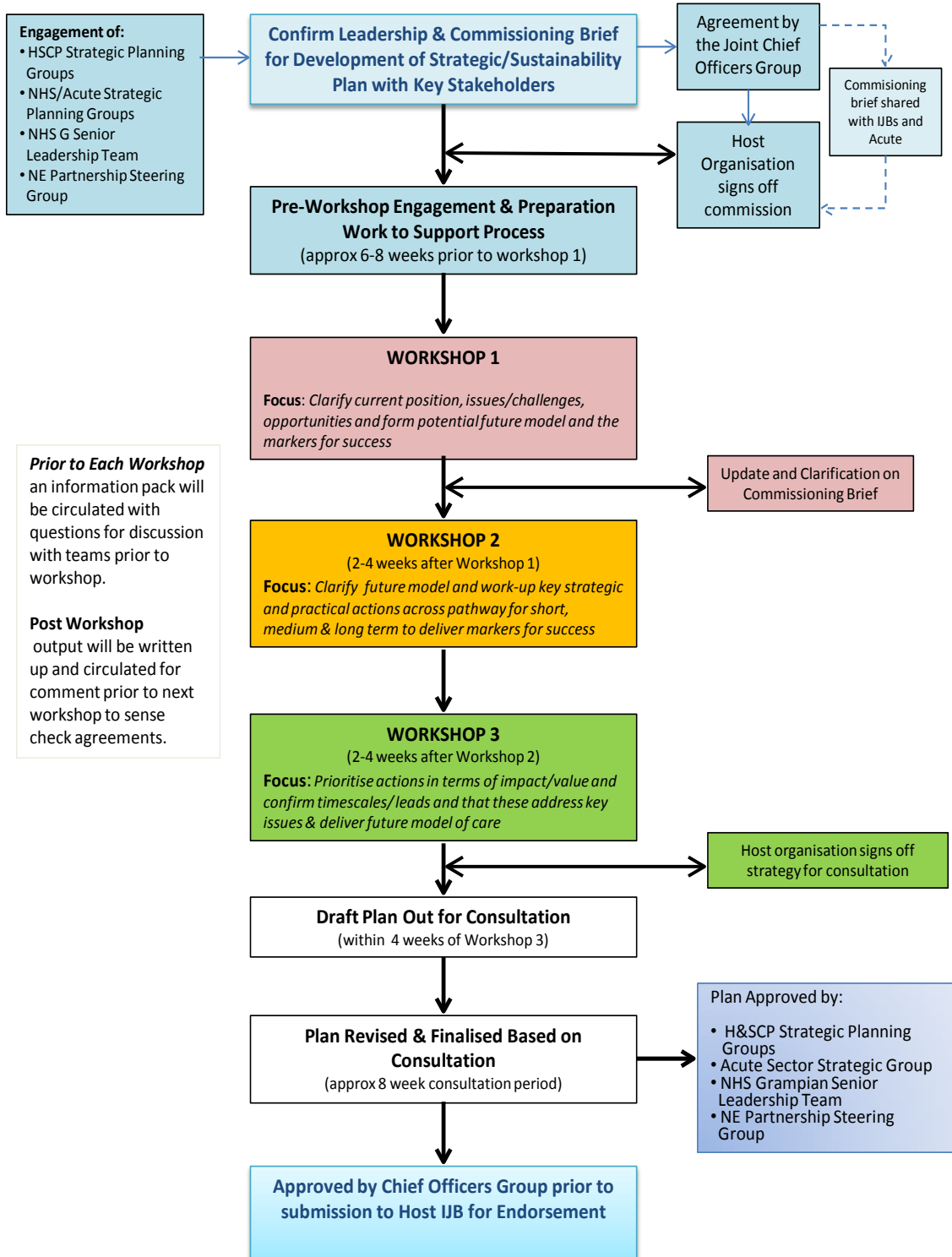
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ages with increasingly multiple morbidities are leading to increased demand for acute and community based services and redesign work in all settings has been undertaken. Additional pressures as a result of workforce challenges have added an urgency to the need to develop a strategic and sustainable plan for this service, considering the whole pathway within a single system.

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High Level Process for Development of Strategic Plans in Grampian



Prior to Each Workshop
an information pack will be circulated with questions for discussion with teams prior to workshop.

Post Workshop
output will be written up and circulated for comment prior to next workshop to sense check agreements.

High Level Process to for Development of Strategic Plans

