

# Stage 4 Escalation - Improvement Plan, Version 2

28 March 2023

## Executive Summary

On the 23<sup>rd</sup> November 2022 the Board of NHS Forth Valley was escalated to Stage 4 of the NHS Scotland Performance Escalation Framework for concerns relating to Governance, Leadership, Culture, and a range of performance-related issues, notably in GP and Primary Care Out of Hours services, unscheduled (emergency) care, mental health and integration. Stage 4 escalation brings direct formal oversight and coordinated engagement from Scottish Government in the form of an Assurance Board chaired by Christine McLaughlin, Director of Population Health.

On the 19<sup>th</sup> of December 2022, the Board of NHS Forth Valley acknowledged that in approving the approach to the development and delivery of the NHS Forth Valley's Escalation Improvement Plan ('the Plan') that this would be an ongoing process with regular updates in 2023. The Plan (version 1) at this stage focused on immediate and short-term actions to strengthen leadership, governance, and culture and, in doing so deliver sustainable improvements in patient and staff experience as well as performance in a number of service areas.

This updated Improvement Plan (version 2) sets out the NHS Board's response to medium to longer term actions as set out in the initial Escalation Improvement Plan to ensure NHS Forth Valley 'is a great place to work and an outstanding place to receive care. The NHS Board's response to the Board's escalation status continues to develop and evolve, informed by the voices of our patients, our staff, and our partners. Our key focus, whilst on strengthening our leadership informed by effective governance and cultural improvement, continues to be centred around three key priority areas:

- Putting patients first - everyone who uses our services should expect to receive consistent and high standards of care.
- Supporting our staff - ensuring they have the right working conditions and resources to support their own wellbeing and deliver the best care and services possible.
- Working in partnership - building and sustaining a culture of collaboration with partners based on trust and respect, learning, and sharing best practice.

A Measurement Framework has also been developed to track progress and provide evidence on all 3 domains (Governance, Leadership and Culture) using a Driver Diagram construct. The Measurement Framework has been prepared to complement the approved Escalation Improvement Plan (version 2). It sets out measures that are being used to inform the next stages of improvement and describes measurement that we are using to provide evidence, to give assurance that improvements are being made and that these are having the intended outcomes.

## Overview

NHS Forth Valley, through our staff, is committed to delivering the best possible services to our patients and we know that having clear direction on where we need to be and what we need to do to get there is vital to achieving successful and sustainable change. It is also important that we have meaningful values to enable the NHS Board and our staff to demonstrate the behaviours we expect on a daily basis. In going forward, the NHS Board has again acknowledged the continuing exceptional contributions of our staff, partners and volunteers and their ongoing commitment to doing the very best for local patients and their colleagues, often in very difficult circumstances.

Version 1 of the Plan focused on immediate and short terms actions. The NHS Board at its meeting on 28<sup>th</sup> of March considered the update on progressing these actions (as set out in Appendix 1) and took 'reasonable assurance' on the actions implemented notably in Out of Hours and delivery against the approved Action Plan, Child and Adolescent Mental Health Services and delivery of the trajectory to meet the 90% standard in Quarter 1 (April to June), actions to address long waits in Psychological Therapies including establishing 5 new therapeutic groups during April to May 2023 and noting four of the ten services were meeting the 90% standard. In Urgent and Unscheduled Care the NHS Board noted the strong foundations that have been established to address the system wide 4-hour Emergency Access Standard (EAS) and the commitment by Acute Services and the HSCPs to deliver the agreed 70% performance standard by August 2023 and the notable sustained reductions in 12-hour breaches in ED from 649 in December 2022 to 318 at March 2023 and in closing contingency beds - 107 beds opened with an occupancy rate of 86% in January to 88 beds with an occupancy rate of 79%. As of week beginning 27<sup>th</sup> of March the number of contingency beds open has further reduced to 50. The NHS Board also acknowledged the progress made in integration with all actions completed and the plans underway to launch the 'shared narrative' to signal a renewed ambition and an ongoing commitment to work collaboratively with Local Authorities and wider Community Planning Partners. The NHS Board also took assurance from the recently published 18-week HIS Improvement Action Plan update.

Version 2 of the Escalation Improvement Plan is focused on medium to longer term actions in all 3 escalation domains - governance, leadership, and culture. This version whilst building on the improvements as set out in the initial Plan introduces new and/or ongoing actions for the period March to May 2023. In leadership and culture these medium to longer term achievements include:

- Learning from other Boards who have embarked on Culture, Leadership and Governance programmes and improved their performance.
- Completing Board and ELT ongoing development sessions with a focus on vision, and values and how they align to of delivery the Board's corporate objectives to support improvements for patients and staff.
- Implementing a Stage 4 Culture and Leadership Programme.
- Review leadership structures across NHS Forth Valley - both professionally and operationally.

- Enhance the voice of staff and patients and determine ways to monitor and act on key themes identified from a number of sources, e.g., patient complaints Whistleblowing (WB), Speak Up, Mediation, Employee Relations Case Audits, Monthly Workforce Performance Reporting Partnership meetings and Staff side feedback, absence levels, Significant Adverse Event Reviews, Incident Reports, Inspection Reports Review WB structure in NHS Forth Valley with key stakeholders.
- Establish a Minority Ethnic Network - updated in Appendix 1. Network established with first meeting held on 17<sup>th</sup> of March 2023.

In governance these medium to longer term achievements include:

- Demonstrate and embed effective governance across each of the core functions outlined in the Blueprint for Good Governance (second edition) and implementing priority issues - e.g., progress the investment in additional HSCP leadership and management, implement the approved decision-making matrix, establish Directorate and Partnership performance management meetings informed by the findings from the pilot and learning from NHS GG&C performance management arrangements, and determine the launch of the shared integration narrative.

## Refreshing our Healthcare Strategy – Shaping the Future

In addition, work to progress the NHS Board's Healthcare Strategy (presented to NHS Board in May) will look ahead to our future plans and priorities, whilst also being realistic about the challenges we face, especially in retaining, developing, and attracting staff who will join and help us to deliver our priorities. To date, our priorities have centred around: our patients and wider population health including prevention, our staff, our partners, and our performance underpinned by a focus on improvement across the organisation. Escalation requires us to reset and reorganise ourselves around this key piece of work to ensure it will deliver the immediate changes and improvements required and ensure that these are sustained and developed further in the medium to longer term to deliver the best possible outcomes for the people of Forth Valley. A key focus of the NHS Board's Strategy will be on prevention and tackling inequalities.

## Medium to Longer Term Actions

NHS Forth Valley immediately reached out to other NHS Boards who had been escalated to Stage 4 in the past to learn from their experiences and best practice to help inform and support our initial and ongoing response. The Board's updated response whilst learning from elsewhere has also taken account of the work underway to refresh our healthcare strategy. Ongoing escalation updates will be informed by a number of diagnostic reviews notably in determining the effectiveness of our governance arrangements and cultural challenges. The actions set out in Table 1 are intended to help build a shared understanding, commitment, and community around improvement in delivering care to our patients. The NHS

Board's leadership, governance, and commitment to creating a culture in which quality is the key and overriding concern will be crucial to support sustainable change influenced by strong patient and staff voices that infuse every part of our organisation.

Whistleblowing remains one of a number of ways in which staff can raise concerns and the NHS Board regularly scrutinises Whistleblowing activity on a quarterly basis at its Board meetings. NHS Forth Valley continues to use the learning from our Speak Up service. Information and materials are available on the NHS Board's Whistleblowing and Speak Up web pages these include reference and signposting to the Independent National Whistleblowing Officer (INWO) Rosemary Agnew.

In addition, work continues with our staff side colleagues to support the wellbeing of our staff.

Table 1 is focused on medium to longer term actions in all 3 escalation domains - governance, leadership, and culture and set out the NHS Board's actions/timescales and intended outcomes.

Table 1

Domains: Leadership and Culture supporting our medium to longer term actions			
Issue/ Timescale	Action (s)/Timescales	Process/Steps	Intended Impact/Outcome
Executive Leadership Team (ELT) Development (April - June 2023)	ELT Development Programme building on previous work will begin in April - June 2023.	The ELT OD coproduced and agreed scope has been tendered and a proposal that meets the ELT scoping statement has been received. A self-facilitated session in advance of the ELT Development programme is scheduled for 3 April (due to leave) and thereafter a six session programme will begin. These sessions will inform NHS Board priority setting in response to Scottish Government policy and IJB Directions supported by team objectives - April 2023. Corporate Plan to Board (corporate objectives) - 28 <sup>th</sup> of March for approval - approved.	Create and agree a shared sense of purpose, that is built on trust and mutual respect based on effective working practices (i.e., clarity of roles and responsibilities, decision making and problem solving processes) and a commitment to work together to support and encourage staff led sustainable improvement and innovation.
Board Development Programme (April - June 2023)	<p>The NHS Board development (previously paused) to demonstrate the Board's commitment to 'put patients first', 'support our staff' and 'work in partnership' will begin during April 2023.</p> <p>The Programme will include and consider the NHS Board's vision, values, and corporate objectives. Corporate objectives routinely are presented annually to the NHS Board for approval (presented and approved on the 28<sup>th</sup> of March) - these objectives in turn inform Team and Individual objective setting across NHS Forth Valley.</p>	OD facilitator to support the Board's programme of learning and development and a draft proposal will be progressed with Board Members after Chair/OD Facilitator meeting on 7 <sup>th</sup> of March 2023. Board members updated on 28 <sup>th</sup> of March and a first meeting with the facilitator is being finalised for April/May 2023.	<p>Contribute to sustainable 'culture change' and at Board level use an adaptive model to shape and influence culture by being:</p> <ul style="list-style-type: none"> <li>• Curious - exchange of ideas /options to inform strategic direction.</li> <li>• Decisive - focus on measurement/outcomes to hold to account.</li> <li>• Collaborative - valuing consensus to support engagement.</li> <li>• Regulatory - to manage/mitigate risks.</li> </ul>

<p>Learning from other NHS Boards (April - June 2023)</p>	<p>Building on earlier work - evaluate with Staff side and external support our current staff 'speak up' services and activities using NHS GG&amp;C 23 improvements actions to inform an improvement plan geared to helping staff speak up. Develop and agree Culture and Leadership (C&amp;L) Programme scoping phase and implement from April 2023.</p> <p>Source Programme Management capacity to direct, oversee and implement C&amp;L Programme.</p>	<p>NHS Forth Valley HRD has shared learning and best practice with ELT and the Escalation P&amp;R Committee. This learning will now inform a process of evaluating the NHS Board against the 23 improvement actions and will include a review of our Whistleblowing (WB) support structures. Paper setting our proposal presented and approved by ELT on 8<sup>th</sup> February 2023. ELT led staff events are scheduled to take place during April 2023 to support roll out of this Programme.</p> <p>Proposal developed to increase capacity, recruitment to be progressed - March/April 2023.</p>	<p>Enhance the voice of our staff and from the reviews (evaluate Board against the 23 recommendations and review WB supports) act on key themes with Staff side to support cultural change and improvement. Board commitment to C&amp;L programme to support a healthy organisational culture where staff feel able and supported to speak up. The diagnostic findings will inform future improvements to ensure we support and embed long term sustainable change through the Board's performance management arrangements.</p> <p>Enable our staff to continue to do the 'day job' by providing additional capacity to support them contribute to sustainable improvement, invite feedback on the changes through culture diagnostic phase.</p>
<p>Implement professional leadership arrangements across NHS FV (April - June 2023)</p>	<p>Weekly Chief Executive, Medical Director, and Nurse Directorate triumvirate meeting now part of business as usual.</p> <p>Deputy Nurse Director advertised and interviews scheduled for 4<sup>th</sup> April 2023. AHP Director will go out to advert in March 2023 to align with current seconded post holder's contract of employment.</p> <p>Clinical Nurse Manager job description review undertaken and benchmarked against similar roles in other NHS Boards for consistency checking and role breadth/depth.</p>	<p>Interviews and recruitment processes in place to ensure professional structure is providing 'floor to NHS Board' assurance. Appointments are intended also to create stability across NHS Forth Valley.</p>	<p>Invest in professional leadership to ensure patient safety remains a top priority for the NHS Board whilst enabling staff to focus on sustainable improvement and innovation in practice, monitor and seek feedback through the culture diagnostic phase.</p>

	The Nursing Directorate support infrastructures have been reviewed to ensure Directors have the mechanisms in place to enable the leadership and governance arrangements required of their role. The implementation of these developments will be in place by end of March 2023.		
Increase HSCP Leadership and Management Capacity (April - June 2023)	Investment in three management posts has been previously approved by the NHS Board - recruitment processes led by Chief Officers being supported by Human Resources (HR).	Job Descriptions being developed and agreed by the Chief Officers and HSCP Leadership Teams. Recruitment support from NHS Forth Valley HR Team in place.	Invest in HSCP leadership and management capacity to ensure staff are led well and have opportunities to develop practice and feel empowered to improve and innovate in delivering sustainable services in response to future population need. Monitor and seek feedback through the culture diagnostic phase.
Board and ELT Leadership Capacity and Succession Planning (April - June 2023)	Appoint Deputy CEO to increase overall leadership capacity to support CEO number of direct reports.	Board in support of development, Job Description being developed and will be shared with ELT for input - March/April 2023. Remuneration Committee approval sought and post then advertised in April/May 2023.	Invest in Board-wide leadership capacity to support long term Transformation and Sustainability of services and workforce in response to the future needs of the population, and local operating and authorising environments.
Strengthen the voice of patients and staff (March - May 2023)	Establish NHS Forth Valley Public Forum - to seek feedback from patients and the public in relation to safe patient care improvement work.  Staff voice see 'learning from other NHS Boards' action.	Board wide Public Forum established and held its first meeting on 21 February 2023.  In addition to 'learning from other NHS Boards action' staff well-being hubs have been developed for inpatient sites across NHS Forth Valley - these are supported by drop-in chaplaincy services and a programme of well-being seminars have been developed/implemented.	Test the level of involvement – 'you said/we did' as part of culture diagnostic phase.  As above.



Domain: Governance			
Issue/ Timescale	Action (s)/Timescales	Process/Steps	Intended Impact/Outcome
Governance Review (March - June 2023)	<p>Professor John Brown, Chair of NHS GG&amp;C, has begun an independent review of NHS Board and Assurance Committee governance arrangements.</p> <p>The planned NHS Board's response to the Blueprint for Good Governance will be presented after Prof Brown has reported on the governance review findings. Planned to go to NHS Board in August 2023.</p>	<p>The review continues having agreed a methodology – as set out below:</p> <ol style="list-style-type: none"> <li>1:1 meetings with Board members, ELT members and other key staff continue.</li> <li>a desktop review of Board governance documentation including Board, Committee and ELT papers, minutes etc will continue.</li> <li>attendance to observe meetings during the period January to 25<sup>th</sup> May 2023 is ongoing.</li> </ol> <p>Findings are expected by end of June 2023 and will be shared with Board, ELT, and Assurance Board members.</p>	Assess effectiveness and efficiency of the NHS Board's corporate governance arrangements.
Accountability and Governance (Start from 19 <sup>th</sup> Dec 2022)	Piloting of new Directorate and Partnership Performance meetings in three areas - Women & Children, Specialist Mental Health & Learning Disability and Acute Services. These meetings are intended to support ongoing effective performance management arrangements.	The final meeting took place is scheduled for 7 <sup>th</sup> March (Acute Services). It is intended that the findings from the pilot and learning from NHS GG&C performance management arrangements, be incorporated into the final proposal for endorsement at ELT in March/April 2023.	Hold to account and support improvement in patient and staff experience and well-being.
Whole System Governance (End of Dec 2022)	A new decision making matrix to support good governance across NHS Forth Valley and the IJBs, aligned to the Scheme of Delegation has been produced.	Implement the matrix to guide decision making and review its effectiveness during the months of February and March 2023. The matrix provides a route map for decision making processes within the approved governance framework across NHS Forth Valley and IJBs. As such it is expected to be adopted as a tool to support effective governance and should over time become redundant as these arrangements become business as usual. (Matrix in place).	Support decision making in the right place, at the right time by the right people as per our regulatory frameworks.

<p>Integration - action added - in this section. (End of January 2023)</p>	<p>It was endorsed by the Executive Leadership Team on 9<sup>th</sup> January (approved plan date was by end of December 2022) and has gone through H&amp;SCP governance processes.</p> <p>A draft shared strategic narrative was presented to and discussed at the Chief Officers and Local Authority/NHS Chief Executive meeting on 11 January 2023.</p> <p>The narrative was presented and endorsed at the Chief Officers and Local Authority/NHS Chief Executives monthly meeting on 22 February 2023.</p>	<p>This 'strategic ambition' will be shared and built into ELT OD discussions. In addition, a launch as a commitment or 'call to action' by all six Leaders will be progressed in March/April 2023.</p>	<p>Signal a renewed ambition for the NHS Board to support greater collaboration to help accelerate sustainable change and improvement with collaboration being the default operating environment beyond integration of health and social care.</p>
<p>Integration of Health and Social Care in Forth Valley (End of January 2023)</p>	<p>The transfer of operational management of services, staff and budget responsibilities for Specialist Mental Health and Learning Disability Services to Clackmannanshire and Stirling HSCP (Lead HSCP) was concluded on the 9<sup>th</sup> of January 2023 with the exception of Medical (consultant) staff. A meeting involving the Medical Director, Chief Officer and Chief Executive is scheduled to take place on 1 June 2023.</p> <p>The transfer of operational management of the services including the management of the GMS contract and Primary Care, including GP Out of Hours, staff, and budget responsibilities to Falkirk HSCP (Lead HSCP) was concluded on 31 January 2023.</p>	<p>All three operational management of service, staff and budgetary responsibilities have been concluded by 31 January. Additional management capacity has been approved by the NHS Board and the HSCPs are leading on the recruitment to all three management posts.</p> <p>A 'due diligence review' of integration is planned and a final draft scope has been drafted and as agreed by ELT shared with the Reviewer for final input to support the due diligence review.</p>	<p>Commit to building and investing in integrated management capacity.</p> <p>Support external support (due diligence) - focus on assessing integration arrangements and supports against e.g., approved Integration Scheme (s), and MSG principles and identify areas of strength and weaknesses and to the extent to which these impact on collaborative working, performance, and further partnership opportunities. CEOs from all three Local Authorities will also be involved in shaping and influencing this process.</p>

	<p>An attached manager (s) to support OOH and Primary Care Services is in place - these managers are working directly with the HSCP whilst recruitment to a Head of Service (Primary Care) and Service Manager (OOH) is progressed by the HSCP.</p> <p>Operational management of Health Promotion services, staff, and budget responsibility on an HSCP basis has been concluded in January 2023.</p>		
Acute Services Leadership and Management (March - May 2023)	Appointed - Acting Director of Acute Services on 5 <sup>th</sup> January 2023. Resulted in a number of senior managers and professional leads returning to their substantive posts. This, in turn, has increased overall senior management capacity on the acute hospital site. Professional structure (AHP, Midwifery and Nursing referred to in leadership and culture update).	Permanent appointment to vacant Head of Service post was made on 2 March 2023, external candidate.	Stabilise and increase management capacity within the Acute Services Directorate.
Relationship Building and Communications (ongoing)	<p>Staff side and CEO Escalation meeting every 2 weeks to update on actions and progress.</p> <p>Regular updates to ACF meeting in place.</p> <p>Regular internal updates - dedicated 'escalation' on Staff intranet and externally via dedicated NHS Board 'escalation' link.</p> <p>Monthly MSP/MP meetings in place.</p> <p>Monthly Chief Officer and Local Authority/NHS Chief Executive meetings in place.</p>	<p>Meetings continue and feedback from participants has to date been positive.</p> <p>Review to widen NHS Board Patient Safety Walkrounds being considered.</p>	Enhance stakeholder engagement.

	Quarterly Leader/Chair meetings in place and Chief Executives will be invited to join this meeting as appropriate.		
Performance (March - June 2023)	NHS Board has committed to improving performance in:  OOH services.  CAMHS and PT, Urgent & Unscheduled Care.  NHS HIS Improvement Action Plan.	Improvement Plan approved by NHS Board in response to Sir Lewis Ritchie visit October 2022. Improvement Plan has 12 recommendations, the Plan is reported on a monthly basis to Primary Care Division - feedback provided to Assurance and NHS Boards.  Balanced Scorecard via Pentana - monthly reporting to Assurance Board in place.  18 week HIS Improvement Action Plan developed, approved, and submitted to NHS HIS as required.	Commit to sustainable improved performance in areas/services escalated and maintain/improve performance in non-escalated standards and requirements e.g., break even. Balanced Scorecard to report on progress for escalated performance areas in place.  Improved patient and staff experience.
Measurement Framework (MF) March - April 2023	Develop/agree a MF - that includes 3 escalated domains: governance, leadership and culture with corresponding indicators and measures to track improvement over time using QI cause and effect methodology.  Create Balanced Scorecard for escalation performance areas (Pentana extract).	Draft Framework to Escalation P&R Committee for consideration and approval and thereafter published to demonstrate both internally and externally the NHS Board's progress and improvement.	Commit to improvement over time to support sustainable change.

### Escalation Improvement Plan Update: December - February 2023

The NHS Board approved the Escalation Improvement Plan on the 19<sup>th</sup> of December 2002, the Plan set out a series of actions. This report provides a status update to end of February 2023 on the approved actions and timescales.

Domains: Leadership and Culture		
Approved Action/Timescale	Progress Update up to end of Feb 2023	Status
Executive Leadership Team Development (16 Jan 2023)	<p>As indicated in the Improvement Plan, Stage 1 and Stage 2 were completed on 13<sup>th</sup> December 2022 following a meeting with the OD advisor and ELT.</p> <p>Subsequently, alternative approaches were discussed with this OD facilitator, including the development of a memorandum of understanding, which again were not supported by the collective ELT.</p> <p>Further meetings of the ELT explored next steps taking into account lived experiences from the previous OD programmes.</p> <p>On 11<sup>th</sup> January 2023, the Chief Executive invited ELT members to share their reflections and potential future team development requirements. Using this information, a scoping exercise was commissioned and the Executive Director of Nursing working with the Director of Human Resources developed a draft OD development scope which was presented at the Escalation Programme Board on 30<sup>th</sup> January 2023.</p> <p>This work incorporates existing, agreed behaviours and values, builds on previous work undertaken and has been co-produced by all ELT members. With minor amendments, this document was approved. Next steps involve the commissioning of an external OD facilitator.</p>	<p>ELT Development - Stages 1 and 2 completed on 13 December 2022. Stage 3 OD development scope coproduced in early 2023 and approved by ELT on 30<sup>th</sup> January 2023. Tendering process completed and proposal to meet ELT scope received on 28 February 2023 - this as planned has been c/f into version 2 of the Escalation Improvement Plan.</p>
Learning from others (14/23 Dec 2022)	<p>The HRD met with HRD's from both NHS GGC and NHS Highland on 14<sup>th</sup> December 2022 to capture the experiential learning from these Boards who have undertaken actions to improve leadership, culture, and governance as a result of escalation. The discussions provided information on the experience of an escalation</p>	<p>The learning from others and the establishment of an informal network during December 2022.</p>

	<p>process, organisational and experiential learning determining the highlights and lowlights and the sharing of the culture and leadership activities / programmes adopted including outcomes to date. This rich information is allowing further shaping of the next steps of our Culture and Leadership programme in NHS Forth Valley and benchmarking against these key programmes is currently taking place.</p> <p>A presentation of the learning from NHS GGC and NHS Highland will be shared by the Director of HR with ELT on Wednesday 1<sup>st</sup> February 2023.</p> <p>The Medical Director also engaged with the Medical Director from NHS Highland on 14<sup>th</sup> December 2023.</p> <p>An informal network has been established and further meetings are taking place with the HRD's in February 2023.</p>	<p>Learning from other NHS Boards was shared with ELT when it met on 1st Feb 2023 and a paper titled 'Compassionate Leadership and Culture Change Programme Plan' was presented for approval to the ELT on 8<sup>th</sup> February 2023. This paper set out the actions to support the 'scoping and diagnostic phases.' The paper also set out the governance arrangements to be put in place to direct the NHS Board-wide Leadership and Cultural Programme - this as planned has been c/f into version 2 of the Escalation Improvement Plan.</p>
<p>Review professional leadership and management arrangements across NHS Forth Valley (Dec 2022/March 2023)</p>	<p>Chief Executive, Medical Director and Nurse Directorate weekly triumvirate meeting continues. The Triumvirate will oversee this action.</p> <p>Deputy Nurse Director job description reviewed in December 2022 and submitted to review panel. Indicative banding to go out to recruitment, anticipated to be advertised first week in February 2023.</p> <p>AHP Director job description reviewed in December 2022, to go out to recruitment, anticipated to be advertised first week in March 2023 to align with current seconded post holder's contract of employment.</p> <p>Clinical Nurse Manager job description review being undertaken to benchmark against similar roles in other NHS Boards for consistency checking and role breadth/depth. This will support development of the CNM role across NHS Forth Valley and is anticipated to be completed by end of February 2023. This was not an anticipated action at the previous update and has come to light from early review of professional structures.</p> <p>The Nursing Directorate support infrastructures have been reviewed to ensure Directors have the mechanisms in place to enable the leadership and governance arrangements required of their role. The implementation of these developments will be in place by end of March 2023.</p>	<p>Deputy Nurse Director interviews scheduled for 4 April. AHP Director recruitment process - paper agreeing funding to ELT by end of March, current secondment ends in June 2023.</p> <p>Clinical Nurse Manager job description review undertaken, consideration as part of wider professional review being undertaken by Executive Nurse Director, due for completion end of March 2023.</p> <p>Nursing Directorate support infrastructure e.g., administration infrastructure to support Executive Nurse Director to ensure a team approach to administration support.</p> <p>Appointment to Head of Service (Emergency &amp; Inpatients), interview and appointment to post - 2 March 2023.</p> <p>The appointment to the Acting Director of Acute Services has created stability on the Acute site and is providing clarity on the roles and</p>

	<p>Appointment of Acting Director of Acute Services has enabled senior staff to return to their acute services substantive posts. Acting Director leading recruitment to vacant Head of Service post.</p> <p>Appointment of interim Acute Services Director has enabled senior staff to return to their acute services substantive posts. Interim Director leading recruitment to vacant Head of Service post.</p>	<p>responsibilities for Acute Services Directorate professional and management leads.</p> <p>Recruitment process continues as set out above.</p>
<p>Culture diagnostics - Phase 1 (c/o following ELT agreement - 5 Dec 2022)</p>	<p>The ELT received feedback on the 5<sup>th</sup> of December 2022 from a number of local staff events and learning from Professor West sessions which were repeated over two days to maximise engagement and involvement of staff.</p> <p>Head of OD has been working with Professor M West and K Steward, OD Lead from NHS England who has previously experience of the programme to identify the approach and evidence base. Ongoing support has been confirmed from both Professor West and K Steward.</p> <p>Diagnostic Tools have been obtained from NHS England for use within NHS Forth Valley.</p> <p>iMatter response rates for 2022 56% in 2022 (national 55%), EEI 76 (National 76) Action plan completion within 8 weeks 58% (national 47%) Presentation to NHS Board on 31<sup>st</sup> January 2023.</p>	<p>A paper titled 'Compassionate Leadership and Culture Change Programme Plan' was presented for approval to the ELT on 8<sup>th</sup> February 2023. This paper set out the actions to support the 'scoping and diagnostic phases.' The paper also set out the governance arrangements to be put in place to direct the NHS Board-wide Leadership and Cultural Programme.</p> <p>An oversight group made up of both internal including Staff Side and external experts will be brought together to support the cultural change proposal. This Group will determine the 'culture tools' to be adopted to assess the NHS Board's culture - this as planned has been c/f into version 2 of the Escalation Improvement Plan..</p> <p>iMatter update to Board - 31<sup>st</sup> January 2023.</p>
<p>Equality, Diversity, and Inclusion: Establish Forth Valley Minority Ethnic Network (19 Jan 2023)</p>	<p>NHS Forth Valley Minority Ethnic Network Engagement Event took place on 19<sup>th</sup> January 2023. The Chief Executive gave a commitment to progress this work and support the work of the Network. Best practice experts from NHS Lanarkshire and NHS Lothian shared their local stories of establishing Minority Ethnic Networks and their many achievements thus far. Scottish Government colleagues outlined the expectations of the Board in relation to the establishment of this work and the work of the National Minority Ethnic Network. Evaluation will be concluded on 10<sup>th</sup> February 2023. The first meeting of the Self-managed Ethnic Minority Network will take place by the end of February 2023.</p>	<p>The Minority Ethnic Network will host its inaugural meeting on 17<sup>th</sup> March 2023. At this meeting Terms of Reference will be agreed.</p>

Domain: Governance		
Approved Action/Timescale	Progress Update up to end of Feb 2023	Status
Governance Review (Dec - March 2023)	<p>Professor John Brown, Chair of NHS GG&amp;C, has begun an independent review of NHS Board and Assurance Committee governance arrangements.</p> <p>Terms of Reference have been developed and approved by the NHS Board at its meeting on 31<sup>st</sup> January 2023.</p> <p>The refreshed Blueprint for Good Governance was shared with the NHS Audit and Risk Committee on 20<sup>th</sup> January.</p> <p>A Board and ELT development session on the revised Blueprint, led by Prof John Brown, is scheduled for 14<sup>th</sup> February, in advance of the review process.</p>	<p>The review has begun and to date:</p> <ul style="list-style-type: none"> <li>• a series of 1:1 meetings with Board members, ELT members and other key staff are underway.</li> <li>• a desktop review of Board governance documentation including Board, Committee and ELT papers, minutes etc will be progressed.</li> <li>• attendance to observe meetings during the period January to 25<sup>th</sup> May 2023 has begun.</li> </ul> <p>Findings are expected by end of June 2023 and will be shared with Board, ELT, and Assurance Board members - this as planned has been c/f into version 2 of the Escalation Improvement Plan.</p>
Accountability and Governance (Start from 19 <sup>th</sup> Dec 2022)	<p>Piloting new Directorate and Partnership Performance meetings in three areas - Women &amp; Children, Specialist Mental Health &amp; Learning Disability and Acute Services. These meetings are intended to support ongoing effective performance management arrangements.</p>	<p>The final meeting took place on the 7<sup>th</sup> of March (Acute Services), thereafter the findings from the pilot and learning from NHS GG&amp;C performance management arrangements will be incorporated into the final proposal for endorsement at ELT in March/April 2023.</p>



<p>Whole System Governance (End of Dec 2022)</p> <p>Integration - action added - in this section. (End of January 2023)</p>	<p>A new decision making matrix to support good governance across NHS Forth Valley and the IJBs, aligned to the Scheme of Delegation has been produced.</p> <p>It was endorsed by the Executive Leadership Team on 9<sup>th</sup> January (approved plan date was by end of December 2022) and is currently going through H&amp;SCP governance processes, which is now expected to conclude by 23 March 2023 (plan date was by 31<sup>st</sup> January).</p> <p>A draft shared strategic narrative was presented to and discussed at the Chief Officers and Local Authority/NHS Chief Executive meeting on 11 January 2023. Approval process takes this action into Feb 2023. The narrative was presented and endorsed at the Chief Officers and Local Authority/NHS Chief Executives meeting on 22 February 2023.</p>	<p>Implement the matrix to guide decision making and review its effectiveness during the months of February and March 2023.</p> <p>The matrix provides a route map for decision making processes within the approved governance framework across NHS Forth Valley and IJBs. As such it is expected to be adopted as a tool to support effective governance and should over time become redundant as these arrangements become business as usual.</p> <p>This 'strategic ambition' will be shared and built into ELT OD discussions. In addition, a launch as a commitment or 'call to action' by all six Leaders will be progressed in March/April 2023.</p>
<p>Integration of Health and Social Care in Forth Valley (End of January 2023)</p>	<p>The transfer of operational management of services, staff and budget responsibilities for Specialist Mental Health and Learning Disability Services to Clackmannanshire and Stirling HSCP (Lead HSCP) was concluded on the 9<sup>th</sup> of January 2023 with the exception of Medical (consultant) staff. A meeting involving the Medical Director, Chief Officer and Chief Executive is scheduled to take place on 1 June 2023.</p> <p>The transfer of operational management of the services including the management of the GMS contract and Primary Care, including GP Out of Hours, staff, and budget responsibilities to Falkirk HSCP (Lead HSCP) was concluded on 31 January 2023. An attached manager (s) to support OOH and Primary Care Services is in place - these managers are working directly with the HSCP whilst recruitment to a Head of Service (Primary Care) and Service Manager (OOH) is progressed by the HSCP.</p> <p>Operational management of Health Promotion services, staff, and budget responsibility on an HSCP basis has been concluded in January 2023.</p>	<p>All three operational management of service, staff and budgetary responsibilities have been concluded by 31 January 2023. Additional management capacity has been approved by the NHS Board and the HSCPs are leading on the recruitment to all three management posts.</p> <p>A due diligence review of integration is planned, and a scope is being drafted and will be agreed by ELT - this as planned has been c/f into version 2 of the Escalation Improvement Plan.</p>

<p>Acute Services Leadership and Management (agreed end of Dec and implemented in Jan 2023)</p>	<p>Appointed - Acting Director of Acute Services on 5<sup>th</sup> January 2023. Resulted in a number of senior managers and professional leads returning to their substantive posts. This, in turn, has increased overall senior management capacity on the acute hospital site. Professional structure (AHP, Midwifery and Nursing referred to in leadership and culture update).</p>	<p>Appointment to vacant Head of Service post was made on 2 March 2023.</p>
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The approved Escalation Improvement Plan refers to ‘refreshing our Healthcare Strategy’ - this work is progressing. The Strategy will be presented to the NHS Board in May 2023 - this Strategy will set out the NHS Board’s long-term ambitions and signal a move away from a transaction pandemic way of working.

In addition, the Staff Wellbeing week went ahead as planned in January 2023.