

Strategic Objectives 2019-22

- A We will work to reduce health inequalities
- B We will plan and provide health and social care services in ways that keep people safe and protect them from harm
- C We will ensure children have the best possible start in life and plan services in a person centred way that benefits the person receiving the service, so they have a positive experience - right service, right place, right time.
- D We will plan for and deliver services in person centred ways that enable and support people to look after and improve their own health and well-being
- E We will prioritise community based services, with a focus on anticipatory care and prevention to reduce preventable hospital admission or long term stay in a care setting
- F We will deliver services that are integrated from the perspective of the person receiving them or represent best value with a strong focus on the well being of unpaid carers
- G We will establish "Locality Planning, Owning, Delivery" operational and management arrangements to respond to local needs
- H We will strengthen and develop our partnership with specialist health services with NHS GG & C and Community Planning Partners as well as with the third and Independent sectors
- I We will sustain, refocus and develop out partnership workforce on anticipatory care and prevention
- J We will put in place a strategic and operational management system that is focused on continuous improvement, with a clear governance and accountability framework
- K We will underpin our arrangements by putting in place a clear, communication and engagement arrangement involving our staff, users, the public and stakeholders

SSR05 links to G,H	Partnership Working - service delivery failure due to inadequate relationships with partners including the Council and Health Board and commissioned service providers including NHS GG&C and the third sector	May lead to duplication of effort, poor relationships and the inability to effectively negotiate the LJB's position. The partnership may be viewed as failing or not achieving objectives, leading to reputational damage and loss of confidence in LJB and partners. It could also result in a reduction or loss of services to the community and failure to exploit opportunities for joint working, innovation and efficiencies.	4 - Likely	4 - Major	<p>Integration Scheme recently reviewed outlining roles and responsibilities</p> <p>Independent scrutiny arrangements in place and work of internal audit, including assurance mapping.</p> <p>Representation on LB from partners, community representatives and third sector representatives.</p> <p>Clear channels of communication and information sharing protocols in place</p> <p>Directions issued to partners in line with strategic direction and operational delivery of services.</p> <p>Strategic Planning work with Commissioned Service providers and new Commissioning Strategy</p> <p>Third Sector representation on the LB & commitment to co-production</p> <p>Regular engagement with key partners</p>	3 - Possible	3 - Moderate	<p>Alignment of roles and responsibilities through the code of corporate governance and induction training for new members of the LJB</p> <p>Approval of Commissioning Strategy following extensive consultation with partners</p> <p>Shift from annual grant funding to longer term contracts to facilitate longer term security / planning</p> <p>Resourcing and Commencement of Prevention and Production work and activities and integration of these within Transformation programme</p> <p>Reinvigoration of locality planning groups and engagement with the Local Area Group.</p> <p>Re-establishment of regular meetings with GGCHB</p> <p>Improved engagement mechanisms and establishment of prevention and co-production workstreams</p>	Chief Officer
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SSR06 links to E,J	Infrastructure and Assets	Risk assets not being maintained / replaced or being otherwise appropriate to support the LJB's strategic outcomes and do not enable effective			<p>Risk that these do not meet the current and future requirements due to underinvestment in maintenance, equipment and ICT or that assets not being used or managed efficiently and effectively.</p>			<p></p>	
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SSR10 Workforce Recruitment and Retention inability to
links to recruit and retain the required workforce because
B,C,E,H,J,J of local or national workforce shortages. This may



SSR16

links to



Risk Matrix



	Reduced quality of patient experience / clinical outcome not directly related to delivery of clinical care.	Unsatisfactory patient experience / clinical outcome directly related to care provision – readily resolvable.	Unsatisfactory patient experience / clinical outcome, short term effects – expect recovery <1wk.	Unsatisfactory patient experience / clinical outcome: long term effects – expect recovery - >1wk.	Unsatisfactory patient experience / clinical outcome: continued ongoing long term effects.
	Adverse event leading to minor injury not requiring first aid	Minor injury or illness, first aid treatment required	Agency reportable, e.g. Police (violent and aggressive acts) Significant injury requiring medical treatment and/or counselling.	Major injuries/long term incapacity or disability (loss of limb) requiring medical treatment and/or counselling.	Incident leading to death or major permanent incapacity.
	Locally resolved verbal complaint	Justified written complaint peripheral to clinical care.	Below excess claim. Justified complaint involving lack of appropriate care.	Claim above excess level. Multiple justified complaints.	Multiple claims or single major claim. Complex justified complaint.

	Short term low staffing level temporarily reduces service quality (< than 1 day). Short term low staffing level (> 1 day), where there is no disruption to patient care.	Ongoing low staffing level reduces service quality. due to ineffective training/implementation of training.	Late delivery of key objective / service due to lack of staff. due to ineffective training/implementation of training. Ongoing problems with staffing levels.	Uncertain delivery of key objective / service due to lack of staff. due to ineffective training/implementation of training.	Non-delivery of key objective / service due to lack of staff. Loss of key staff. due to ineffective training/implementation of training.
	Negligible organisational/ personal financial loss (< £1k) (NB. Please adjust for context)	Minor organisational/ personal financial loss (£1-10k).	Significant organisational /personal financial loss (£10-100k).	Major organisational/ personal financial loss (£100k - £1m).	Severe organisational/ personal financial loss (>£1m).
	Rumours, no media coverage. Little effect on staff morale	Local media coverage – short term. Some public embarrassment. Minor effect on staff morale / public attitudes.	Local media – long-term adverse publicity. Significant effect on staff morale and public perception of the organisation	National media / adverse publicity, less than 3 days. Public confidence in the organisation undermined. Use of services affected	National / International media / adverse publicity, more than 3 days. MSP / MP concern (Questions in Parliament). Court Enforcement. Public Enquiry/ FAI.