

ANGUS HEALTH AND SOCIAL CARE PARTNERSHIP  
STRATEGIC RISK IMPROVEMENT ACTION PLAN

|       |                                |       |                            |
|-------|--------------------------------|-------|----------------------------|
| Red   | Not on track with major issues | Amber | On track with minor issues |
| Green | On track                       | Blue  | Complete                   |

| ACTION  | RESPONSIBLE   | STATUS   | TARGET DATE | IMPROVEMENT TYPE | RAG                       | UPDATE |   |
|---|---|--|-------------|------------------|---------------------------|--------|---|
| <b>SR01 SUSTAINABILITY OF PRIMARY CARE SERVICES - to maintain sustainable Primary Care Services both in and out of hours due to national recruitment issues</b>   |   |  |             |                  |                           |        |   |
|   | This risk has been aligned with the Contract Implementation & Advisory Group (CIAG) risk log to address issues with workforce, premises and IT.   | Gail Smith, Chief Officer/AMD Primary Care                     |             |                  |                           |        |   |
| 1   | Work is ongoing regarding recruitment to substantive primary care and medical leadership roles.   | Gail Smith, Chief Officer/AMD Primary Care                     | In Progress | Ongoing          | Improve Existing Controls | Red    |   |
| 2   | Work is ongoing regarding GP appraisals.  | Gail Smith, Chief Officer/Dr Alison Clement, AMD               | In Progress | Ongoing          | Improve Existing Controls | Green  |   |
| 3   | Develop a staff questionnaire to evaluate delivery and achievement.   | Gail Smith, Chief Officer/AMD Primary Care                     | In Progress | Ongoing          | Improve Existing Controls | Amber  |   |
| 4   | Mental Health Workforce model is being reviewed via a test of change  | Gail Smith, Chief Officer/Dr Alison Clement                    | In Progress | Ongoing          | New Control               | Amber  |   |
| 5   | Sustainability of Primary Care survey to be undertaken in Dundee and Angus to allow identification of highest risk practices across Tayside.  | Gail Smith, Chief Officer/Dr Alison Clement                    | Not started |                  | New Control               | Amber  |   |
| 6   | Development of innovative care delivery models including remote models of working and asynchronous consulting platforms to increase available pool of professionals and additional means of accessing advice. | AMD PSC/HSCP AMD/2C Strategic Clinical Lead                    | In Progress | Ongoing          | New Control               | Amber  |   |
| 7   | Creation of a primary/secondary care interface group.   | AMD PSC/HSCP AMD/2C Strategic Clinical Lead                    | In Progress | Ongoing          | New Control               | Amber  |   |
| 8   | Development of a system to support monitoring of adverse events and feedback to support quality.  | AMD PSC/HSCP AMD/2C Strategic Clinical Lead                    | In Progress | Ongoing          | New Control               | Amber  |   |
| <b>SR03 FINANCIAL MANAGEMENT - to maintain good quality financial management and to ensure the best use of all available resources</b>  |   |  |             |                  |                           |        |   |
| 1   | Ongoing dialogue with NHST, Angus Council and via national forums, Scottish Government regarding funding streams.   | Gail Smith, Chief Officer / Sandy Berry, Chief Finance Officer | In Progress | Annual           | Improve Existing Controls | Amber  | 2021/22 discussion complete. CFO contributing to further dialogue at a national level.                              |
| 2   | Ongoing progress with actions outlined in Strategic Financial Plan.   | Gail Smith, Chief Officer / Sandy Berry, Chief Finance Officer | In Progress | Ongoing          | Improve Existing Controls | Amber  | A number of programmes remain behind schedule (see IJB Finance reports). New plans emerging re in-house care homes. |
| 3   | Ongoing dialogue regarding Large Hospital Set Aside and Complex Care. Escalade to IJB Board.  | Gail Smith, Chief Officer / Sandy Berry, Chief Finance Officer | In Progress | Mid 2021/2022    | Improve Existing Controls | Red    | Limited progress made in 21/22 to date due to limited capacity to resolve.  |
| 4   | Ongoing dialogue with Angus Council re financial support specifically Adult Social Care. Despite discussions no implementation of solutions that will deliver required improvement.                           | Gail Smith, Chief Officer / Sandy Berry, Chief Finance Officer | In Progress | Ongoing          | Improve Existing Controls | Amber  | Progress has been much slower than expected. Improvement still expected in due course.                              |
| <b>SR02 -PRESCRIBING MANAGEMENT</b>   |   |  |             |                  |                           |        |   |
| 1   | Participate in the regional PMG and implement agreed prescribing strategy by:-  |  |             |                  |                           |        |   |
| a   | Ensuring links made across whole system linking savings in prescribing to funding for evidence-based alternatives e.g. social prescribing.  | Dr Alison Clement, Associate Medical Director/ Michelle Logan  | In Progress | Ongoing          | Improve Existing Controls | Amber  |   |
| b   | Holding operational and stakeholder PMG meetings alternate months to ensure a suite of measures are available for practices to engage in.   | Dr Alison Clement, Associate Medical Director/ Michelle Logan  | In Progress | Ongoing          | Improve Existing Controls | Amber  |   |
| c   | Pharmacy teams continuing to maximise technical switch opportunities with several projects in progress including switches for antacid treatments and vaginal oestrogens.                                      | Dr Alison Clement, Associate Medical Director/ Michelle Logan  | In Progress | Ongoing          | Improve Existing Controls | Amber  |   |
| 2   | Implementing quality management systems for prescribing   | Dr Alison Clement, Associate Medical Director/ Michelle Logan  | In Progress | Ongoing          | Improve Existing Controls | Amber  |   |
| 3   | Extending work on pharmacotherapy to support the additional elements of prescribing management as set out in the nGMS contract  | Dr Alison Clement, Associate Medical Director/ Michelle Logan  | In Progress | Ongoing          | Improve Existing Controls | Amber  |   |
| <b>SR08 WORKFORCE OPTIMISATION - as a result of our ageing workforce, difficulties in recruiting suitably skilled and experienced staff in some areas there is a risk that the partnership will be unable to maintain its workforce appropriately leading to unsustainable services</b> |   |  |             |                  |                           |        |   |
| 1   | Working with employing organisations to create more flexible and responsive recruitment packages.   | George Bowie, Head of Service                                  | Complete    | Ongoing          | New Control               | Green  |   |
| 2   | Promoting Organisational Development Plan and new ways of working.  | George Bowie, Head of Service                                  | Complete    |                  |                           |        |   |
| 3   | Ongoing engagement with the Staff Partnership Forum.  | George Bowie, Head of Service                                  | Complete    | Ongoing          | New Control               | Green  |   |
| 4   | Working with employing organisations to improve recruitment e.g. Career First, new Angus Job Portal. Social care adverts more accessible.   | George Bowie, Head of Service                                  | In Progress | Ongoing          | New Control               | Green  |   |
| 5   | Reviewing corporate, care management and strategic planning and improvement via the Angus HSCP Workforce Steering Group.  | George Bowie, Head of Service                                  | In Progress | Ongoing          | New Control               |        |   |
| 6   | Heads of Service are challenging all vacancies to ensure recruitment plans are realistic. Remobilisation plan includes additional finance to partially mitigate for Covid 19.                                 | George Bowie, Head of Service                                  | In Progress | Ongoing          | Improve Existing Controls | Green  | Remobilisation Plan includes additional finance to partially mitigate for Covid 19.                                 |

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| <b>SR11 COMMISSIONED SERVICE PROVIDER FAILURE - to monitor and provide assurance that mechanisms for identifying early warning signs that providers operating locally are failing or in difficulty</b> |   |  |             |                  |                           |          |                          |
| 1  | Weekly monitoring of residential care providers, home care provider and RAMs.   | George Bowie, Head of Service                                  | In Progress | Ongoing          | Improve Existing Controls | Green    |                          |
| 2  | Work is progressing towards new Fair Cost of Care framework. Option 1 report to be submitted to IJB.  | George Bowie, Head of Service                                  | In Progress | Ongoing          | improve Existing Controls | Green    |                          |
| 3  | Develop interim care home placements in hospital step down.   | George Bowie, Head of Service                                  | In Progress | As Required      | New Control               | Green    |                          |
| 4  | Work is ongoing with providers to build capacity in care at home including pay increases in line with the living wage for care and potential "golden hellos." | George Bowie, Head of Service                                  | In Progress | Ongoing          | Improve Existing Controls | Green    |                          |
| 5  | Develop outreach provision from care homes.   | George Bowie, Head of Service                                  | In Progress | Ongoing          | New Control               | Green    |                          |
| 6  | Increase the use of volunteers for non personal care tasks.   | George Bowie, Head of Service                                  | In Progress | Ongoing          | New Control               | Green    |                          |
| 7  | Increase staffing levels in ERT.  | George Bowie, Head of Service                                  | In Progress | Ongoing          | New Control               | Green    |                          |
| <b>SR13 INSUFFICIENT CORPORATE SUPPORT CAPACITY</b>  |   |  |             |                  |                           |          |                          |
| 1  | Work is ongoing regarding Procurement Priorities Plan   | George Bowie, Head of Service                                  | In progress | Ongoing          | Improve Existing Controls | Green    |                          |
| 2  | Work is ongoing to progress our Manual Handling risk for single handed care.  | George Bowie, Head of Service                                  | In progress | Ongoing          | Improve Existing Controls | Green    |                          |
| 3  | Angus Council CLT are reviewing corporate support commitments to the the partnership.   | George Bowie, Head of Service                                  | In progress | Ongoing          | Improve Existing Controls | Green    |                          |
| 4  | Work is ongoing with NHS and Angus Council IT to improve IT access for NHS staff at Angus House.  | Jillian Galloway, Head of Service                              | In progress | Ongoing          | Improve Existing Controls | Green    |                          |
| <b>SR14 ADULT SUPPORT &amp; PROTECTION</b>   |   |  |             |                  |                           |          |                          |
| 1  | Work is ongoing regarding AP audit in care management   | George Bowie, Head of Service                                  | In progress | Ongoing          | Improve Existing Controls | Green    |                          |
| 2  | Work is ongoing regarding the position statement for Care Inspectorate and ASP Inspection   | George Bowie, Head of Service                                  | In progress | Ongoing          | Improve Existing Controls | Green    |                          |
| 3  | Work is ongoing with Adult Protection Large Scale Investigations in care homes.   | George Bowie, Head of Service                                  | In progress | Ongoing          | Improve Existing Controls | Green    |                          |
| 4  | Communications plan in place for staff and other stakeholders feedback sessions following publication of SCR 19 on 25/11/2021                                 | George Bowie, Head of Service                                  | In progress | Ongoing          | Improve Existing Controls | Green    |                          |
| <b>SR15 RECORD STORAGE RISK</b>  |   |  |             |                  |                           |          |                          |
| 1  | Undertake an audit of stored record locations.  | Dr Alison Clement, Associate Medical Director/Keith Whitefield | In progress | 01/11/21         | Improve Existing Controls | Green    | Has this been completed? |
| 2  | Develop a policy on storage of paper records.   | Dr Alison Clement, Associate Medical Director/Keith Whitefield | Complete    | Complete         | Improve Existing Controls | COMPLETE |                          |
| 3  | Develop and implement a digitisation recovery plan  | Dr Alison Clement, Associate Medical Director/Keith Whitefield | Complete    | 01/03/21         | New Control               | COMPLETE |                          |