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# **Scottish Health Council Work Plan 2007 – 2008**

## **Section 1: Overview**

# Scottish Health Council Work Plan 2007 – 2008

## 1.1 INTRODUCTION AND CONTEXT

This Workplan is designed to be read alongside the Corporate Plan “*Delivering for the Future*” for 2007 to 2012, available from the Scottish Health Council. The Corporate Plan sets out our goals and direction for the next five years – this Workplan contains our more specific actions for the coming year that we need to achieve if we are to maintain good progress in achieving the aspirations of the Corporate Plan.

A number of broad objectives are identified in the Corporate Plan, which are as follows:

**Ensuring that our assessment process measures real improvements and identifies areas where further work is needed**

**Carrying out independent assessments of NHS Boards in achieving Patient Focus and Public Involvement**

**Ensuring that consultation by NHS Boards on significant service change is robust, transparent and accessible to all**

**Ensuring that NHS Boards are providing access to Independent Advice and Support Services and advocacy services to those who require them**

**Through the development function the Scottish Health Council will provide a critical mass of expertise and experience, available to NHS Boards and organisations representing the interest of patients and the public, to help spread good practice in Patient Focus and Public Involvement. Methods used will include:**

- **Conferences, events and meetings**
- **Development of a Web-based Database**
- **Research**

**The Scottish Health Council will seek to work collaboratively with other organisations, including equality organisations, to develop a package of support for Public Partnership Forums across Scotland.**

In addition a number of actions were identified at our February 2007 Annual Review, and subsequently listed in the letter from the Minister for Health and Community Care:

**The Council's 2007 assessment of NHS Boards should report on the effectiveness of the Boards' governance arrangements for their Patient Focus and Public Involvement work.**

**The Council's annual assessment reports on Boards delivery of their Patient Focus and Public Involvement responsibilities should be more sharply focussed and evidenced.**

**The Council will work with Boards and patient and community groups to develop a systematic way of identifying good Patient Focus and Public Involvement practice and sharing it across NHS Scotland.**

**The Council will seek evidence that Boards have established an effective partnership with their local Citizen's Advice Bureaux to deliver an Independent Advice and Support Services.**

**The Council will carry out work to assess the effectiveness of Boards' support to Community Health Partnerships and their developing Public Partnership Forums, and, in particular, how they are involving minority communities and 'hard to reach' groups.**

**The Council should work with the Department to review the national guidance on public involvement in the light of its experience.**

The 2007/8 Scottish Health Council Workplan contains the concrete actions needed to achieve the above objectives. This is a flexible working document – and progress will need to be monitored and the plan updated as necessary.

This Workplan is designed to identify staff objectives. Local Advisory Council members will work with local staff using this Workplan as a basis for identifying their own objectives for the forthcoming year. Where a Lead is indicated in the Workplan this is advisory at this stage.

## 1.2 STRUCTURE

There are six sections –

Section 1: Overview

Section 2: National Assessment and Feedback Work Plan

Section 3: National Development Work Plan

Section 4: West Regional Work Plan

Section 5: North Regional Work Plan

Section 6: East Regional Work Plan

Appendices 1 –3. (Showing organisational structure.)

Management functions have been included in the key tasks and actions section so that these can be planned and monitored in accordance with NHS Quality Improvement Scotland policies and procedures. Leads for projects and areas of work have been identified. 'Quarter' refers to the quarter of the year when the tasks/actions are due for completion. Space has been left for staff to indicate progress and provide a commentary where required. The six sections – whilst part of one document – are also intended to be read separately – which is why some phrases are repeated in all sections.

## 1.3 PROGRESS TO DATE

During the period April 2006 – March 2007, the organisation has:

- ✓ Compiled and published 22 assessment reports on progress made by NHS Boards in patient focus and public involvement
- ✓ Carried out and reported on consultations by NHS Boards on significant service change
- ✓ Facilitated learning and sharing of experience through networking events, the internet, and publications including newsletters
- ✓ Worked with patient and community groups and professionals and has assisted with the creation and development of new public involvement structures
- ✓ Participated in a range of national strategic planning groups to support patient focus and public involvement
- ✓ Initiated a number of networks to support the development of good practice
- ✓ Initiated research that will support public involvement and consultation and a more patient focussed NHS
- ✓ Held a number of national and regional conferences

## 1.4 KEY TASKS AND ACTIONS FOR 2007 – 2008

The Director is accountable for the delivery of the objectives identified in the Corporate Plan and the key tasks and actions identified in this Workplan. Identified below are those tasks and actions that are personally delivered by the Director. See also Sections 2, 3, 4, 5 and 6 for key tasks and actions for the organisation.

Specific Objectives - Director	Lead	Quarter	Progress	Comments
<b>1.4.1</b> Report to the Council on progress made against Corporate Plan, Workplan and actions identified in Annual Review, overseeing all actions and ensuring they are carried out by the organisation	D	Q1-4		
<b>1.4.2</b> Meet regularly with Scottish Executive officials, attend NHS Quality Improvement Scotland Board meetings, and maintain other contact as appropriate, including assisting with the development of guidelines on consultation and involvement	D	Q1- 4		
<b>1.4.3</b> Approve all news releases and taken part in interviews/broadcasts as appropriate	D	Q1-4		
<b>1.4.4</b> Provide input into the following project groups: Shifting the Balance, Diversity Task Force, Patient Experience Programme Steering Group, Partnership Forum, Scottish Consumer Council 'Chairman's Group', 'Vox'	D	Q1-4		

<b>Specific Objectives – Director cont.</b>	<b>Lead</b>	<b>Quarter</b>	<b>Progress</b>	<b>Comments</b>
<b>1.4.5</b> Ensure that the Council receive reports on consultations by NHS Boards on significant service change, for discussion and approval.	D	Q1-4		
<b>1.4.6</b> Maintain contact with similar organisations in other parts of the UK and establish international links where appropriate	D	Q1-4		
<b>1.4.7</b> Continue to review staffing throughout the organisation to ensure capacity is adequate for workloads	D	Q1-4		
<b>1.4.8</b> Manage the budget allocation to the Scottish Health Council to ensure the efficient and effective use of resources and produce forecasts for 2008-9	D	Q1-4		
<b>1.4.9</b> Provide support as appropriate to the Chairman and Council in relation to external activities and the Annual Review of the Scottish Health Council's performance	D/PA	Q1-4		
<b>1.4.10</b> Recruit Project Officer (new post) who will report directly to the Director	D	Q2		
<b>1.4.11</b> Commission an external review of the organisation to an agreed remit	D	Q2-4		

Director (D)  
Personal Assistant to the Director and  
Chairman (PA)

Q1 = 1<sup>st</sup> April - 30<sup>th</sup> June 2007  
Q2 = 1<sup>st</sup> July - 30<sup>th</sup> September 2007  
Q3 = 1<sup>st</sup> October - 31<sup>st</sup> December  
2007  
Q4 = 1<sup>st</sup> January – 31<sup>st</sup> March 2008

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## **Section 2: National Assessment and Feedback Work Plan 2007 – 2008**

# National Assessment and Feedback Work Plan 2007 – 2008

## 2.1 INTRODUCTION AND CONTEXT

The National Assessment Work Plan for 2007 – 2008 outlines the key leadership and support that national staff will provide for the assessment function. It has been designed to have the dual purpose of dovetailing with “**The Way Ahead – Delivering in the Future**” (**Scottish Health Council Draft Corporate Plan for 2007 – 2012**) as a planning tool and to be used to check progress as a management tool. It has the same format as the Corporate Plan and should be read in conjunction with that document

## 2.2 STRUCTURE

A diagram outlining the Scottish Health Council National Structure is given in the Appendix to this Work Plan.

Management functions have been included in the key tasks and actions section so that these can be planned and monitored in accordance with policies and procedures. Leads for projects and areas of work have been identified. ‘Quarter’ refers to the quarter of the year when the tasks/actions are due for completion. Space has been left for staff to indicate progress and provide a commentary where required.

## 2.3 PROGRESS TO DATE

During the period April 2006 – March 2007, the National office has:

- ✓ Developed a new assessment tool for the annual assessment of NHS Boards
- ✓ Delivered training for staff and boards on the new assessment approach
- ✓ Convened advisory panels to assist Scottish Health Council to agree actions with boards under specific targets and measures
- ✓ Developed a new ‘portfolio assessment’ tool for use by health boards and local offices
- ✓ Provided guidance and support to local offices on producing assessment reports for 21 health boards

## 2.4 KEY TASKS AND ACTIONS FOR 2007 – 2008

The following tasks and actions cover the Scottish Health Council National Assessment and Feedback Functions

Assessment and Feedback	Lead	Quarter	Progress	Comments
<b>2.4.1</b> Support and co-ordinate assessment of Boards' patient focus and public involvement processes throughout the year.	AFM	Q1 - 4		
<b>2.4.2</b> Co-ordinate and edit annual assessment reports for 21 NHS Boards in time for annual accountability reviews	AFM	Q1		
<b>2.4.3</b> Conduct half yearly review of the 'portfolio' assessment tool with staff and NHS Boards and revise the tool accordingly.	AFM	Q2-3		
<b>2.4.4</b> Use review of 'portfolio' assessment tool to develop process and report format for 2007/08 assessment reports.	AFM	Q2-4		
<b>2.4.5</b> Working jointly with the Development Manager, to organise and participate in advisory panels to assist the Scottish Health Council to make consistent national assessments on progress on actions by NHS Boards and agree development actions for NHS Boards for the coming year.	AFM/DM	Q2-4		

Assessment and Feedback cont.	Lead	Quarter	Progress	Comments
<p><b>2.4.6</b> Conduct short review of 2006/07 self-assessment process with NHS Boards and Scottish Health Council staff, including review of panel approach, and a review and adjustment (if necessary) of the selected targets and measures included in the annual assessment.</p>	AFM	Q2-3		
<p><b>2.4.7</b> Co-ordinate in conjunction with local offices, half yearly review of all actions agreed with NHS Boards at the end of 2006/07 and revise actions as appropriate</p>	AFM	Q2 - Q3		
<p><b>2.4.8</b> Liaise with NHS Scotland Information and Statistics Division on collecting of complaints and ethnic monitoring statistics for 2006/7 and disseminate through interim report or other mechanism</p>	AFM	Q2- 3		
<p><b>2.4.9</b> Co-ordinate development of realistic measurement of percentage of population involved in Public Partnership Forums</p>	AFM	Q2 – 3		
<p><b>2.4.10</b> Develop system for measuring and evaluating progress made on actions agreed for 2007/08 with the potential for including a ‘traffic light’ system in the annual assessment reports</p>	AFM	Q2		

<b>Assessment and Feedback cont.</b>	<b>Lead</b>	<b>Quarter</b>	<b>Progress</b>	<b>Comments</b>
<b>2.4.11</b> Develop 'commendation' system for recognising good approaches to Patient Focus and Public Involvement work that boards have undertaken with the potential for including in the annual assessment reports	AFM	Q2-3		
<b>2.4.12</b> Co-ordinate Equality Impact Assessment of the Scottish Health Council's assessment functions and report production by the Patient Focus Unit	AFM/PFU	Q2- 4		
<b>2.4.13</b> Co-ordinate qualitative assessment of independent advice and support services across Scotland.	AFM/PFU	Q1– 4		
<b>2.4.14</b> Input and support qualitative research into Public Partnership Forums	AFM	Q1 – 3		
<b>2.4.15</b> Contribute to the development of the national 'Patient Experience' Programme.	AFM	Q1 - 4		
<b>2.4.16</b> Contribute to assessment of other NHS functions supporting patient focus and public involvement as required, working closely with the Patient Focus Unit once established	AFM	Q1-4		
<b>2.4.17</b> Support local office activity in evaluating and assessing significant service change consultations.	AFM	Q1 – 4		

Assessment and Feedback cont.	Lead	Quarter	Progress	Comments
2.4.18 Co-ordinate 'Helping Boards to Succeed' Event based on developing good practice within the targets and measures included in the annual self assessment.	DM / AFM	Q2		
2.4.19 Recruit a Research Officer to report directly to the Assessment and Feedback Manager.	AFM	Q3		
2.4.20 Co-ordinate national consistent approach to Scottish Health Council assessment of NHS Boards provision of access to advocacy	AFM/PFU	Q2-4		

**Assessment and Feedback Manager (AFM)**  
**Development Manager (DM)**  
**Patient Focus Unit (PFU)**

**Q1 = 1<sup>st</sup> April - 30<sup>th</sup> June 2007**  
**Q2 = 1<sup>st</sup> July - 30<sup>th</sup> September 2007**  
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## **Section 3: National Development Work Plan 2007 – 2008**

# National Development Work Plan 2007 – 2008

## 3.1 INTRODUCTION AND CONTEXT

The National Development Work Plan for 2007 – 2008 outlines the key tasks and actions that staff based at national office plan to carry out during the current financial year. It has been designed to have the dual purpose of dovetailing with “**The Way Ahead – Delivering in the Future**” (**Scottish Health Council Draft Corporate Plan for 2007 – 2012**) as a planning tool and to be used to check progress as a management tool. It has the same format as the Corporate Plan and should be read in conjunction with that document.

This paper sets out the key elements of how the Scottish Health Council will deliver its development function to Boards and communities across Scotland and the work required at national office to enable this to happen. The main thrust of activity will be to support Boards in taking forward the actions agreed to demonstrate year on year improvement.

### Defining the development function

The purpose of the Scottish Health Council is to promote improvements in the quality and extent of Patient Focus and Public Involvement in the NHS.

Through the development function the Scottish Health Council will provide a critical mass of expertise and experience, available to NHS Boards and organisations representing the interests of patients and the public. To help spread good practice in Patient Focus and Public Involvement the Scottish Health Council;

- promotes the value of Patient Focus and Public Involvement
- provides, through our 14 local offices, a national resource of expertise and experience on patient focus and public involvement.
- advises and supports Boards on Patient Focus and Public Involvement practice
- records and share examples of current practice from within the NHS and other public, private and voluntary and community organisations to help develop and define a shared understanding of what constitutes good practice that will support NHS Boards in achieving the actions required to demonstrate year on year improvement against national targets.

- supports the embedding of patient focussed practice in the NHS by providing support from our patient focus unit working with local and regional staff.
- supports the NHS to identify and reach out to 'voiceless' groups or those that may traditionally have been excluded.
- records and shares current practice through local and regional Network events for involvement practitioners and patient and public representatives. Staff and communities can work together with the Scottish Health Council to identify and share effective practice. Examples of promising practice will be identified through the annual assessment process, recommendations from patients and the public and experiences from other organisations both within Scotland and elsewhere. We are developing a national database of case studies.
- works with patient, carer and public representatives to identify their support needs and ensures these are met by NHS Boards / Community Health Partnerships. We will collate examples of in house training and support provided by Boards across Scotland and also external resources such as those provided by the voluntary and community sectors.
- supports individuals and communities to have make their voices heard through supporting new and existing training programmes and developing this capacity within the Scottish Health Council.
- develops and disseminates practical resources to assist in embedding Patient Focus and Public Involvement. These resources will be developed through research commissioned by the Scottish Health Council, by distillation of the learning generated across the NHS in Scotland and by sharing practice from all possible sources.

## 3.2 STRUCTURE

A diagram outlining the Scottish Health Council Structure for the National Office is given in the Appendix to this Work Plan.

Management functions have been included in the key tasks and actions section so that these can be planned and monitored in accordance with policies and procedures. Leads for projects and areas of work have been identified. 'Quarter' refers to the quarter of the year when the tasks/actions are due for completion. Space has been left for staff to indicate progress and provide a commentary where required.

## 3.3 PROGRESS TO DATE

During the period April 2006 – March 2007, the national office has:

- ✓ Recruited staff
- ✓ Carried out required Agenda for Change actions
- ✓ Developed Knowledge and Skills Framework (KSF) Outlines for all staff
- ✓ Begun the process of reviewing staff performance and supporting staff to produce Personal Development Plans
- ✓ Supported staff to undertake a variety of training and development courses including Equality and Diversity
- ✓ Commissioned training to support staff and members in the delivery of the assessment and feedback functions
- ✓ Participated in a range of national strategic planning groups to support patient focus and public involvement
- ✓ Supported the development of the new process of annual assessment of NHS Boards' patient focus and public involvement assessment process which is aligned with Scottish Executive performance management targets
- ✓ Initiated a number of networks to support the development of good practice
- ✓ Initiated research that will support public involvement and consultation and a more patient focussed NHS
- ✓ Held a number of national conferences including a patient information event, a development day for public partnership forums, and a staff conference.

### 3.4 KEY TASKS AND ACTIONS FOR 2007 – 2008

The following tasks and actions cover the Scottish Health Council National Development Function – in the Corporate Plan we recognise that in practice the Feedback function impinges on Development as much as Assessment which is why this section is titled ‘Development and Feedback’

Development and Feedback	Lead	Quarter	Progress	Comments
<b>3.4.1</b> Identify from the assessment process examples of promising practice and promote the dissemination of these via the Scottish Health Council website, effective practice briefings, learning events, and other means.	DM	Q1-Q4		
<b>3.4.2</b> Through membership of the steering group led by NHS24 and NHS Education contribute to the development of a national <i>ehealth</i> information strategy for Scotland and support the consultation on the strategy in partnership with the Patient Information Forum (PIF).	DM	Q1- Q4		
<b>3.4.3</b> Support the development of a framework for training on Patient Focus and Public Involvement through membership of the steering group led by NHS Education.	DM	Q1-4		
<b>3.4.4</b> Support a pilot training programme to be delivered by Inverclyde Community Care Forum that will build the community confidence and capacity to engage with public service providers including the local Community Health Partnership, and explore how this programme can be disseminated more widely.	DM	Q1-4		

Development and Feedback cont.	Lead	Quarter	Progress	Comments
<p><b>3.4.5</b> Ensure the dissemination of research commissioned in 2006—7 aimed at improving the patient experience including:</p> <ul style="list-style-type: none"> <li>• <i>Capturing the views of mental health service users</i></li> <li>• <i>Engaging with young people</i></li> <li>• <i>Engaging with Polish in- migrants</i></li> <li>• <i>Engaging with homeless people</i></li> <li>• <i>Supporting NHS Complainants</i></li> </ul>	DM	Q1-3		
<p><b>3.4.6</b> Commission, monitor and ensure the dissemination of the output from a range of research projects aimed at supporting consultation and involvement processes including:</p> <ul style="list-style-type: none"> <li>• <i>major service change criteria</i></li> <li>• <i>option generation</i></li> <li>• <i>supporting public partnership forum development</i></li> </ul>	DM	Q1-4		
<p><b>3.4.7</b> Work with the Scottish Executive and the Designated Directors for network to develop practical application of research outcomes in relation to major service change.</p>	DM	Q1-4		
<p><b>3.4.8</b> Establish the patient focus unit to be based with the national office from August.</p>	DM	Q2		
<p><b>3.4.9</b> Support the embedding of the principles and practice of patient focus within the Scottish Health Council.</p>	PFU/DM	Q2-4		

Development and Feedback cont.	Lead	Quarter	Progress	Comments
<p><b>3.4.10</b> Support inclusion by working with Public Partnership Forums to support them in developing inclusive involvement.</p>	DM/ PFU	Q2-4		
<p><b>3.4.11</b> Manage and ensure the dissemination in 2008 of research commissioned on <i>Scottish Muslims and Hindus and the NHS: A comparative study of the Health Interface</i> to support the development of patient focus within the NHS in Scotland.</p>	DM	Q1-4		
<p><b>3.4.12</b> Work with Regional Manager colleagues to examine the feasibility and desirability of developing work with Special Health Boards to explore their information and support needs in relation to patient focus and public involvement and develop and implement an approach that begins to meet some of these needs.</p>	RM West	Q3 - 4		
<p><b>3.4.13</b> Initiate and manage a range of national Scottish Health Council conferences, seminars and events including: an event to be held in November 2007 with Chest Heart and Stroke Scotland and the British Heart Foundation – Hearty Voices Scotland: Patients as Drivers For Change; an event to be held in October 2007 in association with the Cancer Care Research Centre and University of Stirling to showcase the work of the Cancer Care Research Centre; an event to be held in September 2007 to launch the Independent Advice and Support Service in conjunction with Citizen’s Advice Scotland and the Scottish Public Service Ombudsman; and the third Scottish Health Council All-Staff event to be held in September 2007. In addition we have supported a Consultation Institute Event looking at Consultation and the Media (June 2007 Edinburgh); a research dissemination event in Aberdeen in June 2007 (Engaging with Health Service Users) in association with Robert Gordon University, and a possible joint event with the Consultation Institute looking at consultation and judicial review.</p>	DM/EPO	Q1 - 4		

<b>Development and Feedback cont.</b>	<b>Lead</b>	<b>Quarter</b>	<b>Progress</b>	<b>Comments</b>
<b>3.4.14</b> Co-ordinate 'Helping Boards to Succeed' Event based on developing good practice within the targets and measures included in the annual self assessment.	AFM/DM	Q1-2		
<b>3.4.15</b> Contribute to and support the implementation and evaluation of patient focus and public involvement training and development programme for staff and development and support for Local Advisory Council members.	RM/ROs	Q2 - 4		
<b>3.4.16</b> Contribute to the development of the national 'Patient Experience' Programme.	DM	Q1 - 4		
<b>3.4.17</b> Develop guidance to Boards to support the achievement of year-on-year improvement against all performance targets identified in the annual assessment process.	DM/ROs	Q3 - 4		
<b>3.4.18</b> Commission and manage the redevelopment of the Scottish Health Council website including the good practice database with NHS Quality Improvement Scotland Communications Department.	DM/ Comms. Officer			
<b>3.4.19</b> Develop guidance on evaluation as part of the suite of guidance and support to be provided to NHS Boards to assist with major service change and other consultation and involvement activity.	DM	Q2-4		
<b>3.4.20</b> Working jointly with the Assessment and Feedback Manager, to organise and participate in advisory panels to assist the Scottish Health Council to make consistent national assessments on progress on actions by NHS Boards and agree development actions for NHS Boards for the coming year.	DM/AFM	Q2-4		

Organisational Development and Promotion	Lead	Quarter	Progress	Comments
3.4.21 Contribute to the development of the Scottish Health Council's five year Corporate Plan, a rolling Business Plan, and produce a National Development Plan for 2007 – 2008	DM	Q1		
3.4.22 Develop and use methods for monitoring and measuring the impact that the Scottish Health Council has on patient focus and public involvement policy and practice to inform reports and the Annual Accountability Review process	DM	Q2 – 3		
3.4.23 Participate in the Scottish Health Council Annual Accountability Review process and contribute to the reporting process.	DM	Q2 – 3		
3.4.24 Contribute to the development of shared understanding around effective practice on the development of options process that precedes formal consultation.	DM	Q2 – 4		
3.4.25 Establish a Scottish Health Council contacts database accessible across the organisation and ensure its ongoing development and maintenance.	IO	Q2-4		
3.4.26 Ensure the Scottish Health Council in its national and local offices continues to be compliant with information legislation including Data Protection and Freedom of Information.	IO	Q1-4		
3.4.27 Provide support for all national events (and regional events as capacity allows) and ensure all events are compliant with accessibility legislation and guidelines.	EPO	Q1-4		

Management	Lead	Quarter	Progress	Comments
<b>3.4.28</b> Implement policies and procedures to ensure that the Scottish Health Council has a workforce that has the knowledge, skills and experience they need to implement the functions of the organisation.	DM	Q1 - 4		
<b>3.4.29</b> Continue to review staffing at national office to ensure capacity is adequate for workloads.	DM/AFM	Q3 - 4		
<b>3.4.30</b> Agree and manage the budget allocation for the Development function to ensure the effective and efficient use of resources, and produce forecasts for 2008 – 2009	DM	Q1 - 4		

**Development Manager (DM)**  
**Patient Focus Unit (PFU)**  
**Information Officer (IO)**  
**Events and Publicity Officer (EPO)**  
**Regional Manager (RM)**  
**Regional Officer (RO)**  
**Local Officer (LO)**  
**Administrator (Admin)**

**Q1 = 1<sup>st</sup> April - 30<sup>th</sup> June 2007**  
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## **Section 4: West Regional Work Plan 2007 – 2008**

## West Regional Work Plan 2007 – 2008

### 4.1 INTRODUCTION AND CONTEXT

The Regional Work Plan for 2007 – 2008 outlines the key tasks and actions that Scottish Health Council staff and Local Advisory Council members in the West Region plan to carry out during the current financial year. It has been designed to have the dual purpose of dovetailing with **The Way Ahead – Delivering in the Future (Scottish Health Council Draft Corporate Plan for 2007 – 2012)** as a planning tool; and to be used to check progress as a management tool. It has the same format as the Corporate Plan and should be read in conjunction with this document. All West Scottish Health Council staff and members should use the Work Plan to plan activity and monitor progress and performance in one-to-one and team meetings.

The West of Scotland covers patient focus and public involvement activity in the following NHS Board areas: Ayrshire and Arran; Dumfries and Galloway; Greater Glasgow and Clyde; Lanarkshire; NHS 24; The National Waiting Times Centre Board; The State Hospitals Board for Scotland. In the West of Scotland to date, Scottish Health Council resources have been largely concentrated on the assessment of Boards' patient focus and public involvement activity due to the relatively large volume of service change and redesign work going on in Boards in the West of Scotland. The current year will see further development of the support provided for Boards in relation to patient focus and public involvement.

### 4.2 STRUCTURE

A diagram outlining the Scottish Health Council Structure for the West Region is given in the Appendix to this Work Plan.

Management functions have been included in the key tasks and actions section so that these can be planned and monitored. Leads for projects and areas of work have been identified; 'Quarter' refers to the quarter of the year when the tasks/actions are due for completion. Space has been left for staff to indicate progress and write any comments.

## 4.3 PROGRESS TO DATE

During the period April 2006 – March 2007, the West Region has:

- ✓ Recruited staff and Local Advisory Council members
- ✓ Carried out required Agenda for Change actions
- ✓ Developed Knowledge and Skills Framework (KSF) Outlines for all staff
- ✓ Begun the process of reviewing staff performance and supporting staff to produce Personal Development Plans
- ✓ Supported staff to undertake a variety of training and development courses including Equality and Diversity
- ✓ Held regular Local Advisory Council meetings
- ✓ Held regular Patient Focus and Public Involvement Team meetings with all Boards in the Region to support the development of patient focus and public involvement activity and monitor patient focus and public involvement in all Board areas including those where significant service change and redesign has taken place
- ✓ Assessed patient focus and public involvement activity in five territorial Boards (including the former NHS Argyll and Clyde NHS Board); and two Special Boards; in accordance with the Performance Assessment Framework and Boards' Annual Accountability Review Process, and produced seven Annual Review of patient focus and public involvement performance reports
- ✓ Begun the process of annual assessment of NHS Boards' patient focus and public involvement activity using the Scottish Executive Performance Management and Patient Focus and Public Involvement framework
- ✓ Assessed patient focus and public involvement activity in six instances of significant service change in the West Region (NHS Ayrshire and Arran, NHS Greater Glasgow and Clyde and NHS Lanarkshire)
- ✓ Worked with all West Boards, including Special Health Boards, to support the development of Patient Focus and Public Involvement at strategic and local level
- ✓ Held a major West Region Patient Focus and Public Involvement event in Glasgow.

## 4.4 KEY TASKS AND ACTIONS FOR 2007 – 2008

The following tasks and actions cover Scottish Health Council functions for the four territorial and three special Health Boards that fall within the West Region (already identified above).

Assessment and Feedback	Lead	Quarter	Progress	Comments
<b>4.4.1</b> Assess Boards' patient focus and public involvement processes, agree actions for Boards, and produce reports within the required timeframe to support Boards' Annual Accountability Review processes	ROs	Q1 - 2		
<b>4.4.2</b> Participate in the NHS Boards' Annual Accountability Reviews by identifying patients, carers and members of the public who can meet with the Cabinet Secretary for Health or Health Minister, and report to the Minister at the beginning of the meeting on the progress made by the NHS Board based on our report.	ROs/LOs	Q2		
<b>4.4.3</b> Monitor the implementation of Boards' patient focus and public involvement action plans and other developments including advocacy using a 'portfolio approach' (regular meetings, discussions, minutes, quarterly returns, support/ guidance, collecting/collating supplementary materials)	ROs	Q1 - 4		
<b>4.4.4</b> Produce interim reports for the Scottish Health Council and assessment panels to inform the assessment process	ROs	Q3		

Assessment and Feedback cont.	Lead	Quarter	Progress	Comments
4.4.5 Contribute to feedback and the review on the effectiveness and efficiency of the annual review process in the West Region to improve performance next year	ROs	Q3		
4.4.6 Develop a schedule of Board patient focus and public involvement activity to assess which projects will be evaluated by Local Offices, and produce evaluation reports	ROs	Q2 - Q3		
4.4.7 Contribute to feedback and review of the annual assessment and the introduction of the 'portfolio approach' through participating in evaluation and discussions at the Strategic Planning Group and the Senior Management Team	RM/ROs	Q2		
4.4.8 Provide information, guidance and support for Boards to enable them to adopt the 'portfolio approach' and participate in the feedback and evaluation of the annual assessment process, and the 'portfolio approach'	RM/ROs	Q1 - 2		
4.4.9 Ascertain the status of Boards' activities in relation to service change, redesign and development and agree on reporting procedures to be followed	ROs	Q1 - 4		
4.4.10 Assess Boards' patient focus and public involvement processes in significant service change and produce reports for the Cabinet Secretary Health and Well Being	ROs/LOs	Q1 - 4		

<b>Assessment and Feedback cont.</b>	<b>Lead</b>	<b>Quarter</b>	<b>Progress</b>	<b>Comments</b>
<b>4.4.11</b> Assess Boards' patient focus and public involvement processes in other service change and redesign and keep appropriate records	ROs/LOs	Q1- 4		
<b>4.4.12</b> Meet regularly with Boards to have dialogue around significant and other service change and redesign to identify issues/problems, communicate these to Boards, provide information and support as required, and keep records	RM/ROs	Q1- 4		
<b>4.4.13</b> Monitor the implementation of Boards' plans once approval for service change has been granted, and report any divergence from plans to the Scottish Health Council	LOs	Q1 – 4		
<b>4.4.14</b> Develop and use tools to measure the impact the Scottish Health Council has had on Boards' policy and practice in relation to patient focus and public involvement and produce evaluation reports	RM/ROs	Q2 – 3		
<b>4.4.15</b> Assess the feasibility of developing discrete assessment projects in Greater Glasgow and Clyde; and Dumfries and Galloway to increase capacity to meet assessment and feedback demands	RM/RO	Q2 – 3		

<b>Assessment and Feedback cont.</b>	<b>Lead</b>	<b>Quarter</b>	<b>Progress</b>	<b>Comments</b>
<b>4.4.16</b> Develop and use systems and processes for planning, evaluation, data storage and retrieval in relation to assessment and feedback	Admin	Q2 – 4		
<b>Development and Feedback</b>	<b>Lead</b>	<b>Quarter</b>	<b>Progress</b>	<b>Comments</b>
<b>4.4.17</b> Monitor that Boards' Patient Focus and Public Involvement policies, strategies and action plans cover the six equality and diversity strands (gender, race/ethnicity, disability, age, religion/faith, sexual orientation), and include key groups such as carers, people who are homeless, gypsy travellers and volunteers.	ROs			
<b>4.4.18</b> Provide information, guidance and support for Boards in relation to the general development of patient focus and public involvement, including the database of current and emerging practice, Public Partnership Forums, and Independent Advice and Support Services	ROs/LOs	Q1 – 4		
<b>4.4.19</b> Provide information, guidance and support for NHS Greater Glasgow and Clyde for the development and implementation of its Involving People Framework	RO/LOs	Q1		
<b>4.4.20</b> Develop and implement methods and procedures that will enable the Scottish Health Council to support the development and operation of Public Partnership Forums in Greater Glasgow and Clyde	RM/RO	Q1 – 2		
<b>4.4.21</b> Provide information, guidance and support for NHS Dumfries and Galloway in developing and implementing a model for a Public Partnership Forum	RM/RO/L O	Q1 – 2		

<b>Development and Feedback cont.</b>	<b>Lead</b>	<b>Quarter</b>	<b>Progress</b>	<b>Comments</b>
<b>4.4.22</b> Support Equality and Diversity development pilot project in the North Ayrshire Community Health Partnership to promote the inclusion of groups representing equality and diversity strands within the Public Partnership Forum.	RO/LOs	Q1 – 3		
<b>4.4.23</b> Support the development of the national e-health information strategy being led by NHS 24 and NHS Education	RO/LOs	Q1 – 3		
<b>4.4.24</b> Support research into the development of option generation case studies in the West Region	ROs/LOs	Q1- 3		
<b>4.4.25</b> Support research into evaluating different models of Public Partnership Forums	ROs	Q2 – 4		
<b>4.4.26</b> Promote the role and function of the Scottish Health Council with local communities and voluntary sector organisations by planning and co-ordinating a programme of visits, meetings and presentations, and prioritising which groups to target	ROs/LOs	Q1 – 4		
<b>4.4.27</b> Develop the West Region Patient Focus and Public Involvement Network to develop effective practice, effect change, share information and experiences, and provide support and information by developing, implementing and evaluating a programme of events and support activities	RO	Q1 – 4		
<b>4.4.28</b> Set up, support and provide leadership for a Patient Focus and Public Involvement Steering Group to oversee the planning, implementation and evaluation of one Network event	RO	Q2 – 3		

Development and Feedback cont.	Lead	Quarter	Progress	Comments
<p><b>4.4.29</b> Run, evaluate and report on one main Patient Focus and Public Involvement event focusing on Network members' needs and aspirations as well as current policy, guidance and practice</p>	RO/LOs/ Admin	Q3 – 4		
<p><b>4.4.30</b> Develop, plan, implement and evaluate a Patient Focus and Public Involvement Network members' needs assessment and write a report to use as the basis for the November 2007 Network event</p>	RM/RO	Q2 – 3		
<p><b>4.4.31</b> Develop and run an 'Ideas Deep-Blue Group' to come up with innovative, effective and efficient ideas and approaches for the development and operation of the West Region Network</p>	RO/LOs/ Admin	Q1 – 4		
<p><b>4.4.32</b> Develop, run and evaluate a programme of community engagement events, one in each territorial Board area, based on local needs, ideas and opportunities</p>	ROs/LOs	Q3 - 4		
<p><b>4.4.33</b> Agree with Regional and National Manager colleagues to examine the feasibility and desirability of developing work with Special Health Boards to explore their information and support needs in relation to patient focus and public involvement, and develop and implement an approach that begins to meet some of these needs</p>	RM	Q3 - 4		

<b>Development and Feedback cont.</b>	<b>Lead</b>	<b>Quarter</b>	<b>Progress</b>	<b>Comments</b>
<b>4.4.34</b> Support national Scottish Health Council conferences, seminars and events where feasible	RM/ROs	Q1 - 4		
<b>4.4.35</b> Contribute to and support the implementation and evaluation of patient focus and public involvement training and development programme for staff, and development and support for Local Advisory Council members	RM/ROs	Q2 - 4		
<b>4.4.36</b> Participate in the national 'Patient Experience' Programme	RM	Q1 - 4		
<b>4.4.37</b> Identify from the assessment process examples of promising practice and promote the dissemination of these via the Scottish Health Council website, effective practice briefings, learning events, and other means	ROs	Q3 - 4		
<b>4.4.38</b> Provide support to Boards to support the achievement of year-on-year improvement against all performance targets identified in the annual assessment process	ROs	Q3 - 4		
<b>Organisational Development and Promotion</b>	<b>Lead</b>	<b>Quarter</b>	<b>Progress</b>	<b>Comments</b>
<b>4.4.39</b> Produce a discussion paper for the Senior Management Team to discuss how to ensure local, regional and national structures of the Scottish Health Council best enable staff and members to work together as one unit	RM	Q2		

<b>Organisational Development and Promotion cont.</b>	<b>Lead</b>	<b>Quarter</b>	<b>Progress</b>	<b>Comments</b>
<b>4.4.40</b> Contribute to the development of the Scottish Health Council's 5 Year Corporate Plan, a rolling Business Plan, and produce a West Region Work Plan for 2007 – 2008	RM/ROs	Q1		
<b>4.4.41</b> Develop and use methods for monitoring and measuring the impact that the Scottish Health Council has on patient focus and public involvement policy and practice to inform reports and the Annual Accountability Review process	RM/ROs	Q2 - 3		
<b>4.4.42</b> Participate in the Scottish Health Council Annual Accountability Review process and contribute to the reporting process	ROs	Q2 - 3		
<b>4.4.43</b> Report and make recommendations to SMT on ways to promote staff and member sense of belonging to the Scottish Health Council as one organisation given geographic, structural and practical constraints	RM	Q3		
<b>4.4.44</b> Meet with a variety of organisations in the West Region to explain and promote the role and function of the Scottish Health Council	RM/ROs	Q2 - 4		
<b>4.4.45</b> Develop a sound understanding of regional planning in the West and engage with key stakeholders to promote the role and function of the Scottish Health Council	RM	Q3		
<b>4.4.46</b> Contribute to the development of shared understanding around effective practice on the development of options process that precedes formal consultation and monitor this is carried out at Board level	RM	Q2 - 4		

Management	Lead	Quarter	Progress	Comments
<b>4.4.47</b> Implement policies and procedures to ensure that the Scottish Health Council has a workforce that has the knowledge, skills and experience they need to implement the West Regional Work Plan and their own objectives	RM/ROs	Q1 - 4		
<b>4.4.48</b> Implement policies and procedures to ensure that the Scottish Health Council has a volunteer Local Advisory membership that has the information, skills and support needed to implement the West Regional Work Plan	ROs	Q1 - 4		
<b>4.4.49</b> Review staffing in the Greater Glasgow and Clyde local office to ensure capacity is adequate for work loads	RM/RO	Q3 - 4		
<b>4.4.50</b> Agree and manage the budget allocation for the West Region to ensure the effective and efficient use of resources, and produce forecasts for 2008 – 2009	RM/RO	Q1 - 4		
<b>4.4.51</b> Review Service Level Agreements to ensure premises that are 'fit for purpose' are provided for local offices, including IT support	ROs	Q1 - 4		
<b>4.4.52</b> Provide administrative support for all West functions including setting up and implementing administrative systems and procedures	Admin	Q1 - 4		

**RM = Regional Manager**  
**RO = Regional Officer**  
**LO = Local Officer**  
**Admin = Administration Staff**

**Q1 = 1<sup>st</sup> April - 30<sup>th</sup> June 2007**  
**Q2 = 1<sup>st</sup> July - 30<sup>th</sup> September 2007**  
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## **Section 5: North Regional Work Plan 2007 – 2008**

## North Regional Work Plan 2007 – 2008

### 5.1 INTRODUCTION AND CONTEXT

The Regional Work Plan for 2007 – 2008 outlines the key tasks and actions that Scottish Health Council staff and Local Advisory Council members in the North Region plan to carry out during the current financial year. It has been designed to have the dual purpose of dovetailing with **The Way Ahead – Delivering in the Future (Scottish Health Council Draft Corporate Plan for 2007 – 2012)** as a planning tool; and to be used to check progress as a management tool. It has the same format as the Corporate Plan and should be read in conjunction with this document. All North Scottish Health Council staff and members should use the Work Plan to plan activity and monitor progress and performance in one-to-one and team meetings.

The North of Scotland covers patient focus and public involvement activity in the following NHS Board areas: Grampian, Highland, Orkney, Shetland, and the Scottish Ambulance Service. In the North of Scotland to date, Scottish Health Council resources have been largely concentrated on the assessment of Boards' patient focus and public involvement activity. The current year will see further development of the support provided for Boards in relation to patient focus and public involvement.

### 5.2 STRUCTURE

A diagram outlining the Scottish Health Council Structure for the North Region is given in the Appendix to this Work Plan.

Management functions have been included in the key tasks and actions section so that these can be planned and monitored in accordance with NHS Quality Improvement Scotland policies and procedures. Leads for projects and areas of work have been identified; 'Quarter' refers to the quarter of the year when the tasks/actions are due for completion. Space has been left for staff to indicate progress and write any comments.

## 5.3 PROGRESS TO DATE

During the period April 2006 – March 2007, the North Region has:

- ✓ Recruited staff and Local Advisory Council members
- ✓ Carried out required Agenda for Change actions
- ✓ Developed Knowledge and Skills Framework (KSF) Outlines for all staff
- ✓ Begun the process of reviewing staff performance and supporting staff to produce Personal Development Plans
- ✓ Supported staff to undertake a variety of training and development courses including Equality and Diversity
- ✓ Held regular Local Advisory Council meetings
- ✓ Held regular Patient Focus and Public Involvement Team meetings with all Boards in the Region to support the development of patient focus and public involvement activity and monitor patient focus and public involvement in all Board areas including those where significant service change and redesign has taken place
- ✓ Assessed patient focus and public involvement activity in five territorial Boards and one special Boards; in accordance with the Performance Assessment Framework and Boards' Annual Accountability Review Process, and produced six Annual Review of patient focus and public involvement performance reports
- ✓ Begun the process of annual assessment of NHS Boards' patient focus and public involvement activity using the Scottish Executive Performance Management and Patient Focus and Public Involvement framework
- ✓ Assessed patient focus and public involvement activity in two instances of significant service change in the North Region (NHS Grampian and NHS Highland).
- ✓ Worked with all North Boards, including the Special Health Board, to support the development of Patient Focus and Public Involvement at strategic and local level
- ✓ Held a major North Region Patient Focus and Public Involvement event in Inverness.

## 5.4 KEY TASKS AND ACTIONS FOR 2007 – 2008

The following tasks and actions cover Scottish Health Council functions for the five territorial and one Special Health Board that fall within the North Region (already identified above).

Assessment and Feedback	Lead	Quarter	Progress	Comments
<b>5.4.1</b> Assess Boards' patient focus and public involvement processes, agree actions for Boards in line with the Scottish Executive Performance Management targets/Patient Focus and Public Involvement framework, and produce reports within the required timeframe to support Boards' Annual Accountability Review processes	ROs	Q1 - 2		
<b>5.4.2</b> Participate in the NHS Boards' Annual Accountability Reviews by identifying patients, carers and members of the public who can meet with the Cabinet Secretary for Health or Health Minister, and report to the Minister at the beginning of the meeting on the progress made by the NHS Board based on our report.	ROs/LOs	Q2		
<b>5.4.3</b> Monitor the implementation of Boards' patient focus and public involvement action plans and other developments including advocacy using a 'portfolio approach' (regular meetings, discussions, minutes, quarterly returns, support/ guidance, collecting/collating supplementary materials)	ROs	Q1 - 4		
<b>5.4.4</b> Produce interim reports for the Scottish Health Council and assessment panels to inform the assessment process	ROs	Q3		

<b>Assessment and Feedback cont.</b>	<b>Lead</b>	<b>Quarter</b>	<b>Progress</b>	<b>Comments</b>
<b>5.4.5</b> Contribute to feedback and the review on the effectiveness and efficiency of the annual review process in the North Region to improve performance next year	ROs	Q3		
<b>5.4.6</b> Develop a schedule of Board patient focus and public involvement activity to assess which projects will be evaluated by Local Offices, and produce evaluation reports	ROs	Q2 - Q3		
<b>5.4.7</b> Contribute to feedback and review of the annual assessment and the introduction of the 'portfolio approach' through participating in evaluation and discussions at the Strategic Planning Group and the Senior Management Team	RM/ROs	Q2		
<b>5.4.8</b> Provide information, guidance and support for Boards to enable them to adopt the 'portfolio approach' and participate in the feedback and evaluation of the annual assessment process, and the 'portfolio approach'	RM/ROs	Q1 - 2		
<b>5.4.9</b> Ascertain the status of Boards' activities in relation to service change, redesign and development and agree on reporting procedures to be followed	ROs	Q1 - 4		

<b>Assessment and Feedback cont.</b>	<b>Lead</b>	<b>Quarter</b>	<b>Progress</b>	<b>Comments</b>
<b>5.4.10</b> Assess Boards' patient focus and public involvement processes in significant service change and produce reports for the Cabinet Secretary Health and Well Being	ROs/LOs	Q1 - 4		
<b>5.4.11</b> Assess Boards' patient focus and public involvement processes in other service change and redesign and keep appropriate records	ROs/LOs	Q1- 4		
<b>5.4.12</b> Meet regularly with Boards to have dialogue around significant and other service change and redesign to identify issues/problems, communicate these to Boards, provide information and support as required, and keep records	RM/ROs	Q1– 4		
<b>5.4.13</b> Monitor the implementation of Boards' plans once approval for service change has been granted, and report any divergence from plans to the Scottish Health Council	LOs	Q1 – 4		
<b>5.4.14</b> Develop and use tools to measure the impact the Scottish Health Council has had on Boards' policy and practice in relation to patient focus and public involvement and produce evaluation reports	RM/ROs	Q2 – 3		
<b>5.4.15</b> Develop and use systems and processes for planning, evaluation, data storage and retrieval in relation to assessment and feedback	Admin	Q2 – 4		

Development and Feedback	Lead	Quarter	Progress	Comments
<p><b>5.4.16</b> Monitor that Boards' Patient Focus and Public Involvement policies, strategies and action plans cover the six equality and diversity strands (gender, race/ethnicity, disability, age, religion/faith, sexual orientation), and include key groups such as carers, people who are homeless, gypsy travellers and volunteers.</p>	ROs			
<p><b>5.4.17</b> Provide information, guidance and support for Boards in relation to the general development of patient focus and public involvement, including the database of current and emerging practice, Public Partnership Forums, and Independent Advice and Support Services</p>	ROs/LOs	Q1 – 4		
<p><b>5.4.18</b> Continue to provide information, guidance and support to NHS Orkney during implementation of its Creating Sustainable Services Programme and the further development and evaluation of the Public Partnership Forum.</p>	RO/LO	Q1 - 4		
<p><b>5.4.19</b> Continue to provide information, guidance and support to NHS Shetland during implementation of its Hospital Capital Plan, and other services changes, and the further development and evaluation of the Public Partnership Forums.</p>	RO/LO	Q1 – 4		
<p><b>5.4.20</b> Continue to provide information, guidance and support to NHS Highland and its Community Health Partnerships, particularly in relation to public engagement in the development and implementation of plans related to service changes and to the further development and evaluation of the Public Partnership Forums.</p>	RO/LO	Q1 – 4		

Development and Feedback cont.	Lead	Quarter	Progress	Comments
<p><b>5.4.21</b> Continue to provide information, guidance and support to the Western Isles Health Board, particularly in relation to public engagement in the development and implementation of its Clinical Strategy and Service Redesign plans and to the development and evaluation of its Public Partnership Forum.</p>	RO/LO	Q1 – 4		
<p><b>5.4.22</b> Continue to provide information, guidance and support to NHS Grampian during their Change and Innovation Projects and the further development and evaluation of the Public Partnership Forums.</p>	RO/LO	Q1 – 4		
<p><b>5.4.23</b> Support research into the development of option generation case studies in the North Region</p>	ROs/LOs	Q1- 3		
<p><b>5.4.24</b> Support research into evaluating different models of Public Partnership Forums</p>	ROs	Q2 – 4		
<p><b>5.4.25</b> Promote the role and function of the Scottish Health Council with local communities and voluntary sector organisations by planning and co-ordinating a programme of visits, meetings and presentations, and prioritising which groups to target</p>	ROs/LOs	Q1 – 4		
<p><b>5.4.26</b> Develop the North Region Patient Focus and Public Involvement Network to develop effective practice, effect change, share information and experiences, and provide support and information by developing, implementing and evaluating a programme of events and support activities</p>	RO	Q1 – 4		

<b>Development and Feedback cont.</b>	<b>Lead</b>	<b>Quarter</b>	<b>Progress</b>	<b>Comments</b>
<b>5.4.27</b> Set up, support and provide leadership for a Patient Focus and Public Involvement Steering Group to oversee the planning, implementation and evaluation of one Network event	RO	Q1 – 3		
<b>5.4.28</b> Run, evaluate and report on one main Patient Focus and Public Involvement event focusing on Network members' needs and aspirations as well as current policy, guidance and practice	RO/LOs/ Admin	Q1 – 4		
<b>5.4.29</b> Develop, run and evaluate a programme of community engagement events, based on local needs, ideas and opportunities	ROs/LOs	Q1 - 4		
<b>5.4.30</b> Agree with Regional and National Manager colleagues to examine the feasibility and desirability of developing work with Special Health Boards to explore their information and support needs in relation to patient focus and public involvement, and develop and implement an approach that begins to meet some of these needs	RM	Q1 - 4		
<b>5.4.31</b> Support national Scottish Health Council conferences, seminars and events where feasible	RM/ROs	Q1 - 4		
<b>5.4.32</b> Contribute to and support the implementation and evaluation of patient focus and public involvement training and development programme for staff, and development and support for Local Advisory Council members	RM/ROs	Q2 - 4		
<b>5.4.33</b> Participate in the national 'Patient Experience' Programme	RM	Q1 - 4		

<b>Development and Feedback cont.</b>	<b>Lead</b>	<b>Quarter</b>	<b>Progress</b>	<b>Comments</b>
<b>5.4.34</b> Identify from the assessment process examples of promising practice and promote the dissemination of these via the Scottish Health Council website, effective practice briefings, learning events, and other means	ROs	Q3 - 4		
<b>5.4.35</b> Provide support to Boards to support the achievement of year-on-year improvement against all performance targets identified in the annual assessment process	ROs	Q3 - 4		
<b>Organisational Development and Promotion</b>	<b>Lead</b>	<b>Quarter</b>	<b>Progress</b>	<b>Comments</b>
<b>5.4.36</b> Contribute to the review of the Scottish Health Council	RM	Q1 - 4		
<b>5.4.37</b> Contribute to the development of the Scottish Health Council's 5 Year Corporate Plan, a rolling Business Plan, and produce a West Region Work Plan for 2007 – 2008	RM/ROs	Q1		
<b>5.4.38</b> Develop and use methods for monitoring and measuring the impact that the Scottish Health Council has on patient focus and public involvement policy and practice to inform reports and the Annual Accountability Review process	RM/ROs	Q2 - 3		
<b>5.4.39</b> Participate in the Annual Accountability Review process and contribute to the reporting process	ROs	Q2 - 3		
<b>5.4.40</b> Report and make recommendations to SMT on ways to promote staff and member sense of belonging to the Scottish Health Council as one organisation given geographic, structural and practical constraints	RM	Q3		

<b>Organisational Development and Promotion cont</b>	<b>Lead</b>	<b>Quarter</b>	<b>Progress</b>	<b>Comments</b>
<b>5.4.41</b> Meet with a variety of organisations in the North Region to explain and promote the role and function of the Scottish Health Council	RM/ROs/ LOs	Q1 - 4		
<b>5.4.42</b> Develop a sound understanding of regional planning in the North and engage with key stakeholders to promote the role and function of the Scottish Health Council	RM/RO	Q2 - 3		
<b>5.4.43</b> Contribute to the development of shared understanding around effective practice on the development of options process that precedes formal consultation and monitor this is carried out at Board level	RM	Q2 - 4		
<b>Management</b>	<b>Lead</b>	<b>Quarter</b>	<b>Progress</b>	<b>Comments</b>
<b>5.4.44</b> Implement policies and procedures to ensure that the Scottish Health Council has a workforce that has the knowledge, skills and experience they need to implement the North Regional Work Plan and their own objectives	RM/ROs	Q1 - 4		
<b>5.4.45</b> Implement policies and procedures to ensure that the Scottish Health Council has a volunteer Local Advisory membership that has the information, skills and support needed to implement the North Regional Work Plan	ROs	Q1 - 4		
<b>5.4.46</b> Review staffing in the North Region to ensure capacity is adequate for work loads	RM/RO	Q3 - 4		

Management cont.	Lead	Quarter	Progress	Comments
<b>5.4.47</b> Agree and manage the budget allocation for the North Region to ensure the effective and efficient use of resources, and produce forecasts for 2008 – 2009	RM/RO	Q1 - 4		
<b>5.4.48</b> Review Service Level Agreements to ensure premises that are 'fit for purpose' are provided for local offices, including IT support	ROs	Q1 - 4		
<b>5.4.49</b> Provide administrative support for all North functions including setting up and implementing administrative systems and procedures	Admin	Q1 - 4		

**RM = Regional Manager**  
**RO = Regional Officer**  
**LO = Local Officer**  
**Admin = Administration Staff**

**Q1 = 1<sup>st</sup> April - 30<sup>th</sup> June 2007**  
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## **Section 6: East Regional Work Plan 2007 – 2008**

## East Regional Work Plan 2007 – 2008

### 6.1 INTRODUCTION AND CONTEXT

The Regional Work Plan for 2007 – 2008 outlines the key tasks and actions that Scottish Health Council staff and Local Advisory Council members in the East Region plan to carry out during the current financial year. It has been designed to have the dual purpose of dovetailing with “**The Way Ahead – Delivering in the Future**” (**Scottish Health Council Draft Corporate Plan for 2007 – 2012**) as a planning tool and to be used to check progress as a management tool. It has the same format as the Corporate Plan and should be read in conjunction with that document. All East Scottish Health Council staff and members should use the Work Plan to plan activity and monitor progress and performance in one-to-one and team meetings.

The East of Scotland covers patient focus and public involvement activity in the following NHS Board areas: Borders, Fife, Forth Valley, Lothian and Tayside; NHS Education for Scotland; NHS National Services Scotland; and NHS Health Scotland. In the East of Scotland to date, Scottish Health Council resources have been largely concentrated on the assessment of NHS Boards’ patient focus and public involvement activity; the current year will see further development of the support provided for Boards in relation to patient focus and public involvement.

### 6.2 STRUCTURE

A diagram outlining the Scottish Health Council Structure for the East Region is given in the Appendix to this Work Plan.

Management functions have been included in the key tasks and actions section so that these can be planned and monitored in accordance with NHS Quality Improvement Scotland policies and procedures. Leads for projects and areas of work have been identified. ‘Quarter’ refers to the quarter of the year when the tasks/actions are due for completion. Space has been left for staff to indicate progress and provide a commentary where required.

## 6.3 PROGRESS TO DATE

During the period April 2006 – March 2007, the East Region has:

- ✓ Recruited staff and Local Advisory Council members
- ✓ Carried out required Agenda for Change actions
- ✓ Developed Knowledge and Skills Framework Outlines for all staff
- ✓ Begun the process of reviewing staff performance and supporting staff to produce Personal Development Plans
- ✓ Supported staff to undertake a variety of training and development courses including Equality and Diversity
- ✓ Held regular Local Advisory Council meetings
- ✓ Held regular Patient Focus and Public Involvement Team meetings with Boards to support the development of patient focus and public involvement activity and monitor patient focus and public involvement in all Board areas including those where significant service change and redesign has taken place
- ✓ Assessed patient focus and public involvement activity in five territorial Boards and two special Boards in accordance with the (former) Performance Assessment Framework and Boards' Annual Accountability Review Process, and produced eight Annual Review of patient focus and public involvement performance reports
- ✓ Begun the process of annual assessment of NHS Boards' patient focus and public involvement activity using a new assessment process which is aligned with Scottish Executive Performance Management targets
- ✓ Assessed patient focus and public involvement activity in instances of significant service change in the East Region
- ✓ Worked with all East Boards, including Special Health Boards, to support the development of Patient Focus and Public Involvement at strategic and local level
- ✓ Held a major East Region Patient Focus and Public Involvement event in Edinburgh.

## 6.4 KEY TASKS AND ACTIONS FOR 2007 – 2008

The following tasks and actions cover Scottish Health Council functions for the five territorial and three Special Health Boards that fall within the East Region (already identified above).

Assessment and Feedback	Lead	Quarter	Progress	Comments
<b>6.4.1</b> Assess Boards' patient focus and public involvement processes, agree actions for Boards, and produce reports within the required timeframe to support Boards' Annual Accountability Review processes	ROs	Q1 - 2		
<b>6.4.2</b> Participate in the NHS Boards' Annual Accountability Reviews by identifying patients, carers and members of the public who can meet with the Cabinet Secretary for Health or Health Minister, and report to the Minister at the beginning of the meeting on the progress made by the NHS Board based on our report.	ROs/LOs	Q2		
<b>6.4.3</b> Monitor the implementation of Boards' patient focus and public involvement action plans and other developments including advocacy using a 'portfolio approach' (regular meetings, discussions, minutes, quarterly returns, support/ guidance, collecting/collating supplementary materials)	ROs	Q1 - 4		
<b>6.4.4</b> Produce interim reports for the Scottish Health Council and assessment panels to inform the assessment process	ROs	Q3		

Assessment and Feedback cont.	Lead	Quarter	Progress	Comments
6.4.5 Contribute to feedback and the review on the effectiveness and efficiency of the annual review process in the East Region to improve performance next year	ROs	Q3		
6.4.6 Develop a schedule of Board patient focus and public involvement activity to assess which projects will be evaluated by Local Offices and produce evaluation reports	ROs	Q2 - Q3		
6.4.7 Contribute to feedback and review of the annual assessment and the introduction of the 'portfolio approach' through participating in evaluation and discussions at the Strategic Planning Group and Senior Management Team meetings	RM/ROs	Q2		
6.4.8 Provide information, guidance and support for Boards to enable them to adopt the 'portfolio approach' and participate in the feedback and evaluation of the annual assessment process and the 'portfolio approach'	RM/ROs	Q1 - 2		
6.4.9 Ascertain the status of Boards' activities in relation to service change, redesign and development and agree on reporting procedures to be followed	ROs	Q1 - 4		

Assessment and Feedback cont.	Lead	Quarter	Progress	Comments
6.4.10 Assess Boards' patient focus and public involvement processes in significant service change and produce reports for the Cabinet Secretary Health and Well Being	ROs/LOs	Q1 - 4		
6.4.11 Assess Boards' patient focus and public involvement processes in other service change and redesign and keep appropriate records	ROs/LOs	Q1- 4		
6.4.12 Meet regularly with Boards to have dialogue around significant and other service change and redesign to identify issues/problems, communicate these to Boards, provide information and support as required and keep records	RM/ROs	Q1- 4		
6.4.13 Monitor the implementation of Boards' plans once approval for service change has been granted and report any divergence from plans to the Scottish Health Council	LOs	Q1 - 4		
6.4.14 Develop and use tools to measure the impact the Scottish Health Council has had on Boards' policy and practice in relation to patient focus and public involvement and produce evaluation reports	RM/ROs	Q2 - 3		

Development and Feedback	Lead	Quarter	Progress	Comments
<p><b>6.4.15</b> Monitor that Boards' Patient Focus and Public Involvement policies, strategies and action plans cover the six equality and diversity strands (gender, race/ethnicity, disability, age, religion/faith, sexual orientation), and include key groups such as carers, people who are homeless, gypsy travellers and volunteers.</p>	ROs			
<p><b>6.4.16</b> Provide information, guidance and support for Boards in relation to the general development of patient focus and public involvement, including the database of current and emerging practice, Public Partnership Forums and Independent Advice and Support Services</p>	ROs/LOs	Q1 – 4		
<p><b>6.4.17</b> Develop and implement methods and procedures that will enable the Scottish Health Council to support the development and operation of Public Partnership Forums</p>	RM/RO	Q1 – 2		
<p><b>6.4.18</b> Support national research into the development of option generation case studies in the East Region</p>	ROs/LOs	Q1- 3		
<p><b>6.4.19</b> Support national research into evaluating different models of Public Partnership Forums</p>	ROs	Q2 – 4		
<p><b>6.4.20</b> Promote the role and function of the Scottish Health Council with local communities and voluntary sector organisations by planning and co-ordinating a programme of visits, meetings and presentations, and prioritising which groups to target</p>	ROs/LOs	Q1 – 4		

Development and Feedback cont.	Lead	Quarter	Progress	Comments
<b>6.4.21</b> Run, evaluate and report on one main Patient Focus and Public Involvement event focusing on Network members' needs and aspirations as well as current policy, guidance and practice	RO/Los/ Admin	Q3 – 4		
<b>6.4.22</b> Develop, run and evaluate a programme of community engagement events, one in each territorial Board area, based on local needs, ideas and opportunities	ROs/LOs	Q3 - 4		
<b>6.4.23</b> Implement a proposal on a pilot basis to run a programme of training (awareness sessions) to external and internal audiences on Patient Focus and Public Involvement awareness	ROs/LOs	Q2-4		
<b>6.4.24</b> Establish an East Region working group to take forward the project and arrange for the pilot to be fully evaluated	RM/ROs/ LOs	Q2-4		
<b>6.4.25</b> Agree with Regional and National Manager colleagues to examine the feasibility and desirability of developing work with Special Health Boards to explore their information and support needs in relation to patient focus and public involvement and develop and implement an approach that begins to meet some of these needs	RM	Q3 - 4		
<b>6.4.26</b> Support national Scottish Health Council conferences, seminars and events where feasible	RM/ROs	Q1 - 4		
<b>6.4.27</b> Contribute to and support the implementation and evaluation of patient focus and public involvement training and development programme for staff and development and support for Local Advisory Council members	RM/ROs	Q2 - 4		

<b>Development and Feedback cont.</b>	<b>Lead</b>	<b>Quarter</b>	<b>Progress</b>	<b>Comments</b>
<b>6.4.28</b> Participate in the national 'Patient Experience' Programme.	RM/RO/LO	Q1 - 4		
<b>6.4.29</b> Identify from the assessment process examples of practice and promote the dissemination of these via the Scottish Health Council website, effective practice briefings, learning events and other means.	ROs	Q3 - 4		
<b>6.4.30</b> Provide guidance to Boards to support the achievement of year-on-year improvement against all performance targets identified in the annual assessment process	ROs	Q3 - 4		
<b>Organisational Development and Promotion</b>	<b>Lead</b>	<b>Quarter</b>	<b>Progress</b>	<b>Comments</b>
<b>6.4.31</b> Contribute to the development of the Scottish Health Council's five year Corporate Plan, a rolling Business Plan, and produce an East Region Work Plan for 2007 - 2008	RM/ROs	Q1		
<b>6.4.32</b> Develop and use methods for monitoring and measuring the impact that the Scottish Health Council has on patient focus and public involvement policy and practice to inform reports and the Annual Accountability Review process	RM/ROs	Q2 - 3		
<b>6.4.33</b> Participate in the Annual Accountability Review process and contribute to the reporting process	ROs	Q2 - 3		
<b>6.4.34</b> Meet with a variety of organisations in the East Region to explain and promote the role and function of the Scottish Health Council	ROs/LOs	Q2 - 4		

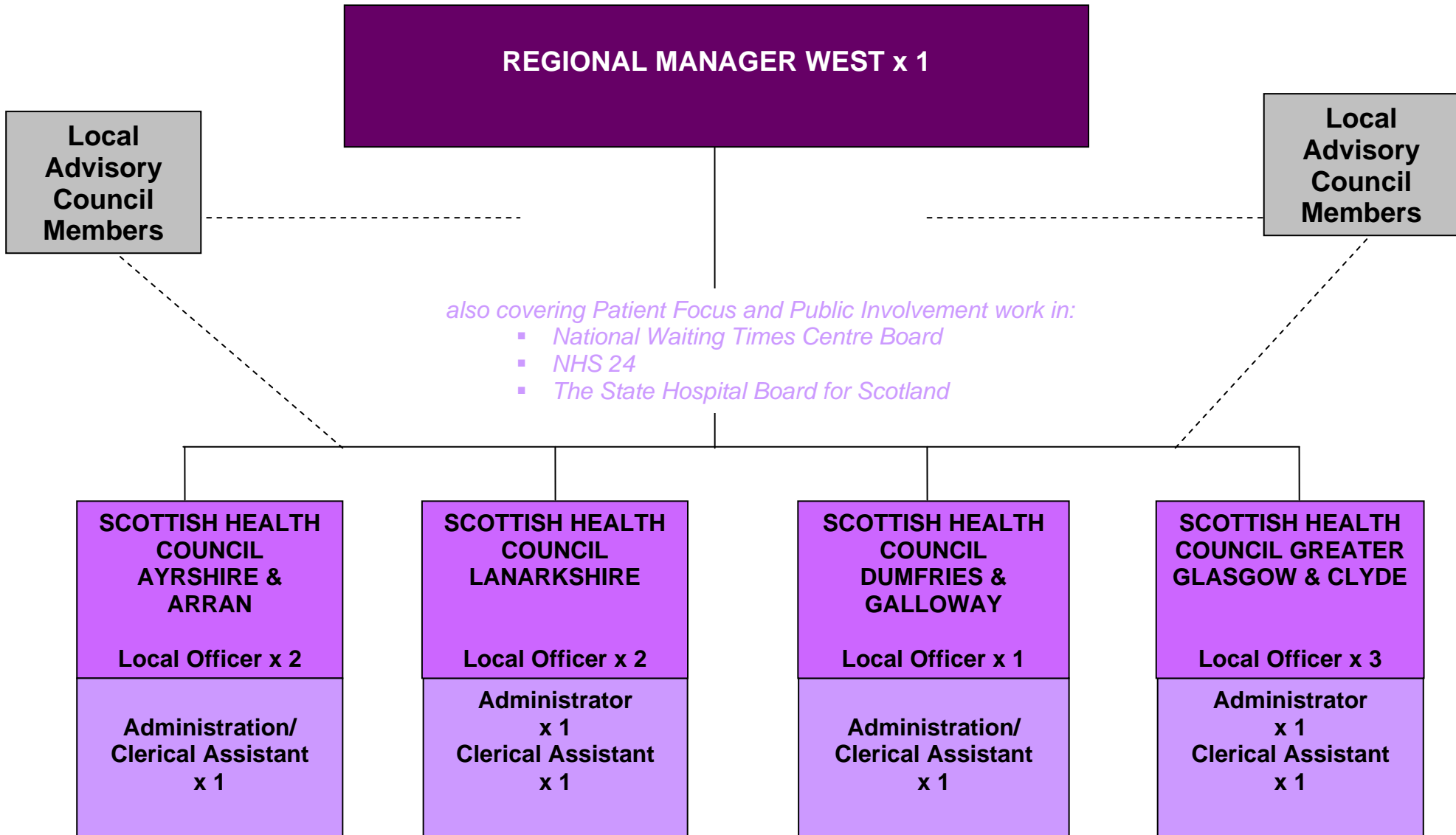
<b>Organisational Development and Promotion contd.</b>	<b>Lead</b>	<b>Quarter</b>	<b>Progress</b>	<b>Comments</b>
<b>6.4.35</b> Continue to support regional planning structures and engage with key stakeholders to promote the role and function of the Scottish Health Council	RM	Q3		
<b>6.4.36</b> Contribute to the development of shared understanding around effective practice on the development of options process that precedes formal consultation and monitor this is carried out at Board level	RM	Q2 - 4		
<b>Management</b>	<b>Lead</b>	<b>Quarter</b>	<b>Progress</b>	<b>Comments</b>
<b>6.4.37</b> Implement NHS Quality Improvement Scotland policies and procedures to ensure that the Scottish Health Council has a workforce that has the knowledge, skills and experience they need to implement the East Regional Work Plan and their own objectives	RM/ROs	Q1 - 4		
<b>6.4.38</b> Implement NHS Quality Improvement Scotland policies and procedures to ensure that the Scottish Health Council has a volunteer Local Advisory membership that has the information, skills and support needed to implement the East Regional Work Plan	ROs	Q1 - 4		
<b>6.4.39</b> Continue to review staffing in all Local Offices to ensure capacity is adequate for workloads	RM/ROs	Q3 - 4		

Management cont.	Lead	Quarter	Progress	Comments
6.4.40 Agree and manage the budget allocation for the East Region to ensure the effective and efficient use of resources, and produce forecasts for 2008 – 2009	RM/RO	Q1 - 4		
6.4.41 Review Service Level Agreements to ensure premises that are 'fit for purpose' are provided for local offices, including IT support	ROs	Q1 - 4		

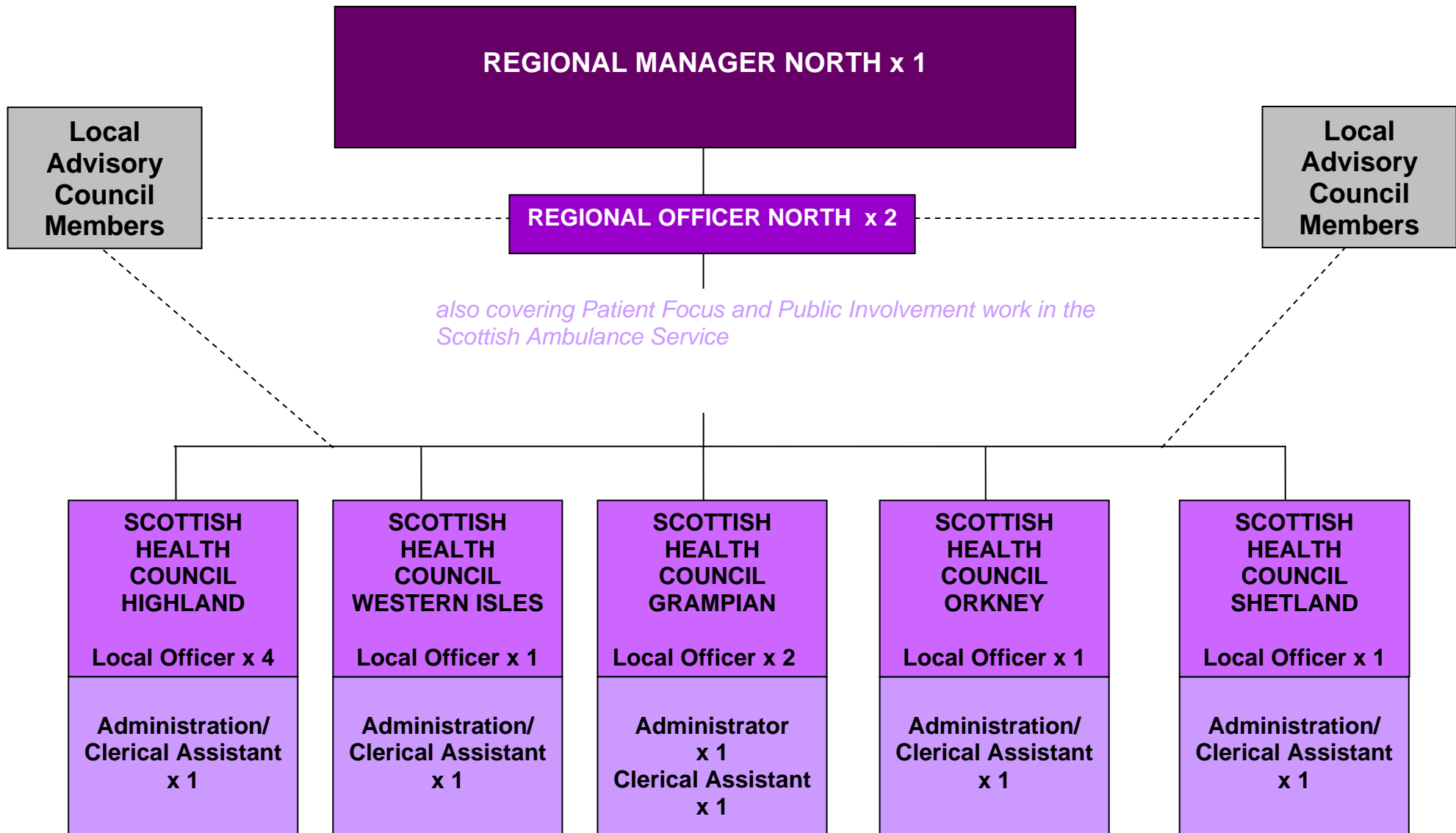
Regional Manager (RM)  
 Regional Officer (RO)  
 Local Officer (LO)  
 Administrator (Admin)

Q1 = 1<sup>st</sup> April - 30<sup>th</sup> June 2007  
 Q2 = 1<sup>st</sup> July - 30<sup>th</sup> September 2007  
 Q3 = 1<sup>st</sup> October - 31<sup>st</sup> December 2007  
 Q4 = 1<sup>st</sup> January – 31<sup>st</sup> March 2008

# Scottish Health Council – West Region Structure



# Scottish Health Council – North Region Structure



# Scottish Health Council – East Region Structure

Appendix 3

