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| <b>Meeting:</b>                             | <b>NHS Grampian Board</b>  |
| <b>Meeting date:</b>                        | <b>2 December 2021</b>   |
| <b>Item Number:</b>                         | <b>4</b>   |
| <b>Title:</b>                               | <b>Remobilisation Plan (v4)</b>  |
| <b>Responsible Executive/Non-Executive:</b> | <b>Alan Gray, Director of Finance and<br/>Lorraine Scott, Director for Planning,<br/>Innovation and Programmes</b> |
| <b>Report Author:</b>                       | <b>Alan Gray, Director of Finance</b>  |

## 1 Purpose

### **This is presented to the Board for:**

- Endorsement

### **This report relates to:**

- The Annual Operational Plan

### **This aligns to the following NHS Scotland quality ambitions:**

- Safe - reduction in the level of backlog risks and enhance statutory compliance
- Effective - improved access, quality and efficiency of key diagnostic and clinical processes
- Person Centred - improvements in patient experience and environment

## 2 Report summary

### 2.1 Situation

All NHS Boards were required to submit to Scottish Government at the end of September 2021 a further iteration of their Remobilisation Plans (RMP4) covering the period to 31 March 2022. Guidance from the Scottish Government set the framework for submission of these plans. With a critical focus on the public health agenda going forward, there was a requirement to ensure that this next phase of re-mobilisation places safety alongside delivery and financial sustainability as the three core pillars of the re-mobilisation process.

In developing their plans, NHS Boards were requested to align with the Re-mobilise, Recover, Re-design: The Framework for NHS Scotland published on 31 May 2021 which sets out three core tasks (1) moving to deliver as many of its normal services as possible, as safely as possible; (2) ensuring we have the capacity that is necessary to deal with the continuing presence of Covid; and (3) preparing the health and care services for the winter season.

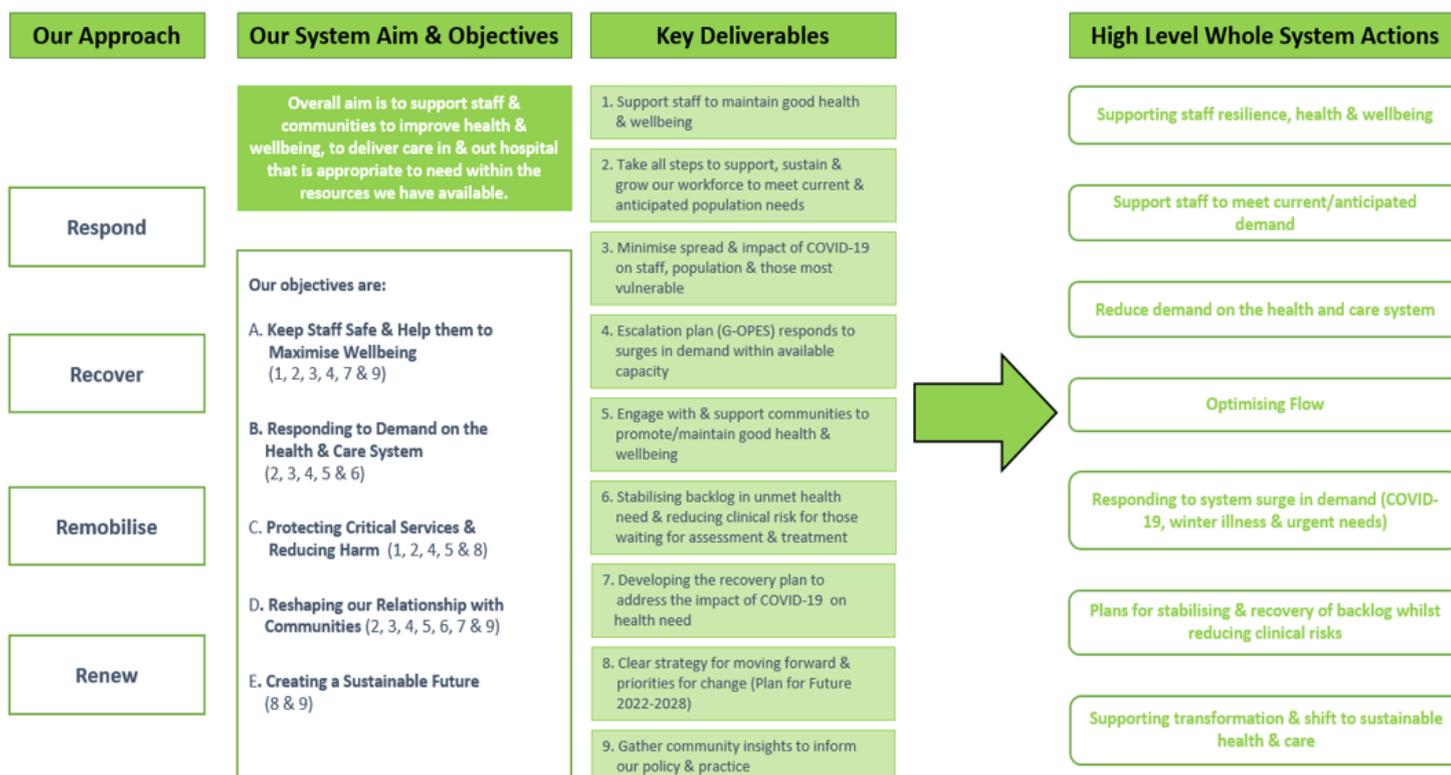
## 2.2 Background

The Board was asked that the plan be built around the seven principles set out in the Framework as outlined below.

### Principles for Safe and Effective Mobilisation

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| <b>Services that can resume most safely</b> | <p>Creating the safest environment and conditions for them to best meet the needs of the population.</p> <p>Putting the safety and wellbeing of our health and social care staff on a par with the rest of our population.</p>  |
| <b>Achieving greater integration</b>        | <p>The pandemic has demonstrated the crucial interdependencies between the different parts of the health and social care system, and with other parts of society.</p> <p>We will make sure our approach recognises the important connections between services and systems and helps them to work together.</p> <p>The framework that we take forward, in consultation with our partners including local government, staff and service users, will highlight the interdependencies and put in place processes to ensure resources are allocated where they are most needed to ensure the whole system operates effectively and efficiently.</p>                |
| <b>Quality, values &amp; experience</b>     | <p>We will ensure that as we resume services, the highest standards of quality in care are maintained. We will practise Realistic Medicine. We will share decisions with patients based on what matters to them. We will also engage with the public, and workforce to understand what people most value, and what a safe, sustainable, high quality health and social care support system will look like in the future rooted in individual and staff wellbeing.</p>   |
| <b>Services close to people's home</b>      | <p>The pandemic has resulted in a wave of community-based responses, highlighting the value of both technology but also the benefit to people's wellbeing of personal connections that listen to what the patient needs and what matters to them.</p> <p>Going forward there is a need to minimise unnecessary travel and increase the focus on 'net-zero' approaches.</p> <p>We will continue to support the move to more health care being provided in the community and closer to home. We will evaluate and develop the role of virtual consultations and Covid community hubs, ensuring that the people who are most vulnerable are not missing out.</p> |
| <b>Improved population health</b>           | <p>This pandemic has highlighted the value of rooting our approach in the National Planning Framework, the importance of preventative practices and public cooperation.</p> <p>We will increase our work on prevention, improving life expectancy and promoting physical and mental health.</p> <p>Focus on putting in place services, environments and wider approaches that support people to live healthy lives.</p>   |
| <b>Services that promote equality</b>       | <p>This pandemic has exposed and exacerbated deep-rooted health and social inequalities.</p> <p>We will act to mitigate these and ensure that services are provided in a way that is proportionate to need.</p> <p>The framework that we take forward will focus on how to best support those that are most vulnerable (socially and clinically) in our society.</p>  |
| <b>Sustainability</b>                       | <p>We recognise the financial sustainability challenges of the pre-Covid health and care system.</p> <p>We will design a new sustainable system, focused on reducing inequality and improving health and wellbeing outcomes, and sustainable communities.</p>   |

The NHS Grampian Remobilisation Plan (attached with this paper – Appendix 1) sets out our plan for delivery of services during the period to 31 March 2022 (with the plan for this period directed under the auspices of Operation Iris). The approach, aims and deliverables as described in RMP4 are summarised below:



### 2.3 Quality/ Patient Care

In addition to the principles set out in the Re-mobilise, Recover, Re-design: The Framework for NHS Scotland, NHS Boards were asked to ensure:

- Surge capacity for Covid-19 patients is maintained to ensure capacity/ resilience in the system to respond to any future rise in cases;
- Patient and staff safety are ensured by appropriate Covid/non-Covid-19 pathways (plus continuing systems of staff support & wellbeing across health and care);
- Retain and build public health capacity to provide a robust, sustainable service including delivery of all components of Test and Protect, taking account of new developments as they emerge;
- Ensure strict infection prevention and control measures remain in place;
- Covid-19 screening and testing policies are fully and consistently implemented in line with national guidance;

- Inter-dependencies are factored in including workforce, transport, training and development;
- High quality care is delivered including patient experience and person-centred approaches to care;
- New and effective ways of working are maintained and built upon; and
- The impact of physical distancing measures across the health and care sector on capacity is continually assessed.

## **2.4 Workforce**

The plan sets out an assessment of the workforce position during the winter period and sets out the actions taken by the Board to recruit to additional posts and the challenges that services have in being able to implement additional surge capacity.

## **2.5 Financial**

The plan confirms the additional resources that will be required to support the implementation of the agreed actions. We have had confirmation that the Scottish Government will support NHS Grampian in relation to the funding of the additional resources required as outlined in the plan.

## **2.6 Risk Assessment/Management**

An assessment of the key risks relevant to the implementation of the remobilisation plan were incorporated into the plan, together with mitigating actions.

## **2.7 Equality and Diversity, including health inequalities**

The Re-mobilisation Plan (v3) was subject to an impact assessment and was updated to reflect relevant comments and feedback from this process. Remobilisation Plan (v4) is in effective an update of the previous version (v3) and the service level plans remain consistent in the latest version (v4), with the exception of the need to respond to the current situation).

## **2.8 Other impacts**

The plan was developed in partnership with the IJBs in the Grampian Health Board area and was informed by the clinical prioritisation of services and national guidance/policy frameworks, including those relating to Test and Protect and PPE, which are so critical to safeguarding both staff and patients alike.

### **2.9.1 Communication, involvement, engagement and consultation**

The development of the plan has been subject to consultation and engagement with services and in partnership with partners and relevant groups across the health and social care system. Our communication plans for the winter period are set out in RMP4.

## **2.10 Route to the Meeting**

This plan has been considered by relevant groups and services and was agreed by the Chief Executive Team prior to the submission of the draft plan at the start of October 2022. Following feedback from Scottish Government, the Board is being asked to formally endorse and publish the RMP4.

## **2.11 Recommendation**

Following confirmation from the Scottish Government (letter attached – Appendix 2), the Board is asked to approve the attached Remobilisation Plan (RMP4) covering the period to 31 March 2022 and thereafter publish the document on the NHS Grampian website.

**Future reporting** – progress with the implementation of the milestones set out in the plan will be monitored by the Performance Governance Committee, with other Committees being engaged in matters relevant to their remit and responsibilities in relation to the implementation of the plan. Quarterly exception progress reports will also be required to be submitted to Scottish Government.