

NHS GRAMPIAN

Re-mobilisation Plan

1. Actions Recommended

The Board is asked to note that:

- The Re-mobilisation Plan for the period to 31 March 2022 was submitted to the Scottish Government Health and Social Directorates on 31 July 2020 in accordance with the required deadline; and
- An abbreviated version of the plan has been developed for the purposes of staff and public communication and ongoing engagement.

2. Strategic Context

In response to the requirement from the Scottish Government Health and Social Care Directorates Director of Planning for re-mobilisation plans for the next phase (covering the period to the end of March 2021), NHS Grampian submitted its remobilisation plan on 31 July 2020 which covered this period but extended to provide an indication of key milestones for 2021/22. Board members were involved in the development of the plan, with the plan due for discussion with colleagues from Scottish Government on 1 September 2020.

The Scottish Government guidance was that we should anticipate the need to continue to maintain a COVID-19 response in line with national planning assumptions, with remobilisation of services informed by the clinical prioritisation of services and national guidance/policy frameworks, including those relating to testing and Personal Protective Equipment (PPE).

In the guidance issued to Boards, the following points were highlighted:

- The plans required to take cognisance of the Re-mobilise, Recover, Re-design: The Framework for NHS Scotland, published on 31 May 2020;
- In framing our plan we were required to recognise and respond to the range of challenging, complex and interdependent risks which are likely to face the health and care system; and
- This iteration of the plan required to set out how we will continue our work to date on the remobilisation of both COVID-19 and non COVID-19 services; including how the Board will take into consideration the impact on health inequalities.

The purpose of this paper is to provide a summary of the status of the plan and to confirm that following discussion with the Scottish Government the plan will be presented to the Board for formal endorsement and approval.

3. Key matters relevant to recommendation

Overview

The draft plan sets out our whole-system overarching response to living with COVID-19 based on the innovation and reform we have accelerated during the initial response and first phase of our Re-mobilisation Plan up to end of July 2020.

Our priority with partners is to seek and implement opportunities for more innovation and reform, whilst at the same time adapting to “living with COVID-19”. Our plan also supports the phases of the Scottish Government route map and the stabilisation and resilience of health and care services to meet population needs.

Our local approach has been, and will continue to be, led by and delivered within our well-established, multi-agency partnerships. It is an approach that will be maintained for the long term and refined as we continue to understand more about this new disease. Central to this plan is ensuring that, as we move into the next phase of living with COVID-19 and commence the co-ordinated stepping-up of services, this is safe and clinically prioritised and we minimise harm to patients, public, our staff and other professionals working across Grampian

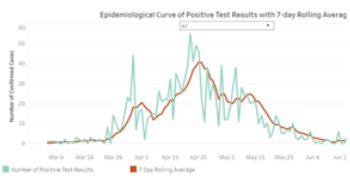
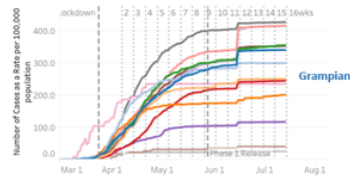

The Plan is a live document and will continue to be further developed in response to intelligence/modelling, local and international learning, lived experience from our population, changes in national guidance, evidence based practice and our ongoing engagement and collaborative approach with staff, advisory and partnership colleagues, and our partners in the North East and North of Scotland.

Engagement and consultation

The plan was developed based on a comprehensive engagement and consultation across our key partners, including

- Our Board and the three Integration Joint Boards (Aberdeen City, Aberdeenshire and Moray)
- Our System Leadership Team and system leaders across the North East through a series of facilitated sessions which also included colleagues from the Scottish Ambulance Service, Third Sector and the North of Scotland Planning Group
- The three local authorities - Aberdeen City, Aberdeenshire and Moray
- Area Clinical Forum (ACF), Clinical Board and Grampian Area Partnership Forum (GAPF) representing our professional, advisory and staff side partnership within NHS Grampian
- A series of staff and patient representative focus groups.

We would particularly acknowledge the significant contribution from the three Health and Social Care Partnerships (HSCPs), the three Local Authorities and the Local Resilience Partnership (LRP) who have provided invaluable support, resources and advice during the initial COVID-19 response and in planning for re-mobilisation.

<p style="text-align: center; background-color: #4a86e8; color: white; padding: 5px; border-radius: 10px; margin-bottom: 10px;">Managed the outbreak</p> <p>Through taking action together we have reduced the number of positive tests</p>  <p>We had the lowest incidence of COVID-19 of the large NHS Boards</p> 	<p style="text-align: center; background-color: #4a86e8; color: white; padding: 5px; border-radius: 10px; margin-bottom: 10px;">What we achieved working together</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>15,000 Higher risk people offered support through national shielding programme</p> </div> <div style="text-align: center;"> <p>970,000 Items of PPE delivered to key workers across Grampian</p> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="text-align: center;"> <p>85,000 Number of appointments conducted using digital technology</p> </div> <div style="text-align: center;"> <p>1,300 Number of meals and food parcels delivered</p> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="text-align: center;"> <p>2,100 Number of children supported in Grampian Schools and Hubs</p> </div> <div style="text-align: center;"> <p>1,200 Number of additional staff recruited to support the COVID-19 response</p> </div> </div> <div style="text-align: center; margin-top: 20px;">  </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="text-align: center;"> <p>9,000 Key workers and staff tested</p> </div> <div style="text-align: center;"> <p>3,000 Care Home residents and patients tested</p> </div> </div>	<p style="text-align: center; background-color: #4a86e8; color: white; padding: 5px; border-radius: 10px; margin-bottom: 10px;">Preparing for the future</p> <p>Based on the following key principles</p> <div style="border: 1px solid #4a86e8; padding: 5px; margin-bottom: 5px; text-align: center;">Minimising harm to the public, our staff and patients</div> <div style="border: 1px solid #4a86e8; padding: 5px; margin-bottom: 5px; text-align: center;">Decisions will be evidence based and prioritised</div> <div style="border: 1px solid #4a86e8; padding: 5px; margin-bottom: 5px; text-align: center;">Staff and Public Health and Wellbeing will be a priority</div> <div style="border: 1px solid #4a86e8; padding: 5px; margin-bottom: 5px; text-align: center;">Remaining agile, responsive and innovative</div> <div style="border: 1px solid #4a86e8; padding: 5px; margin-bottom: 5px; text-align: center;">Transforming unscheduled to scheduled care</div> <div style="border: 1px solid #4a86e8; padding: 5px; margin-bottom: 5px; text-align: center;">Equity and Fairness across the whole population</div>
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With your support and our collective commitment to a whole system partnership - we will move forward and re-mobilise together

Learning through recovery

In developing the plan we established a comprehensive programme using staff from across Grampian to:

- Enhance our understanding of the overall high level Recovery picture
- Identify and eliminate any areas of duplication
- Advise and steer areas for collective priority
- Anticipate any unintended consequences.

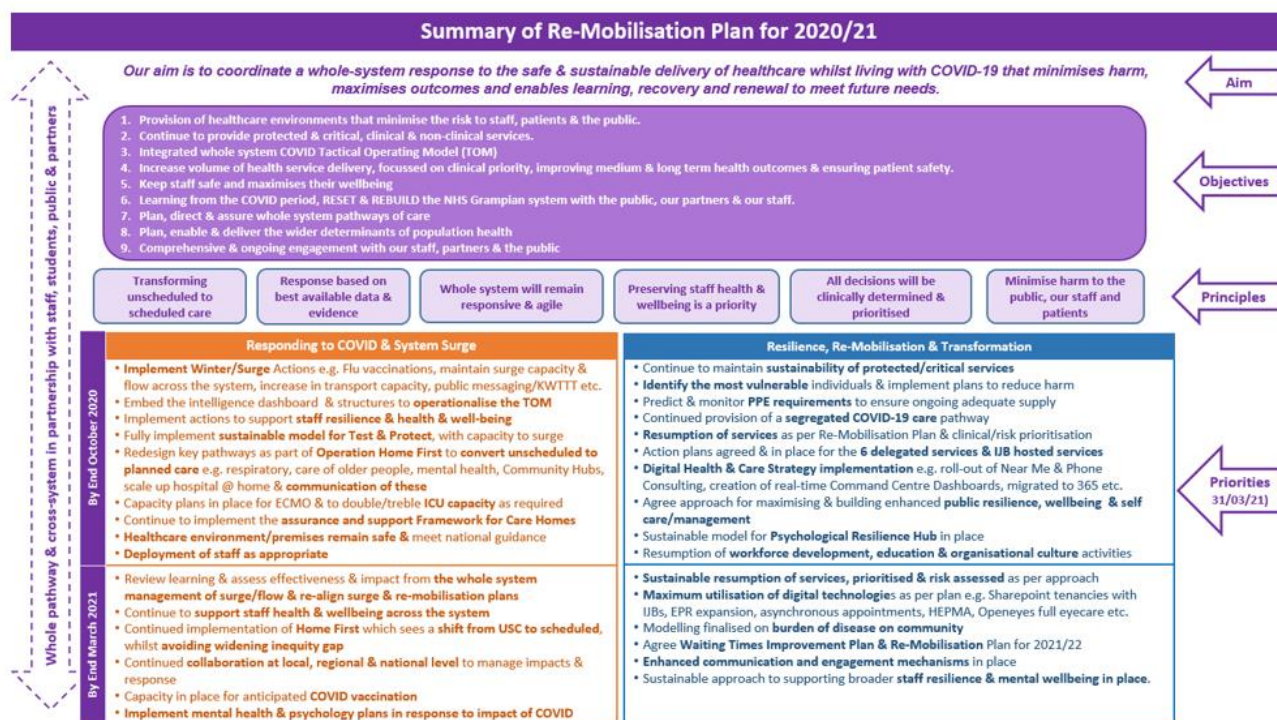
The work that has been undertaken by a diverse and wide group of our staff focused on a number of key areas

- Learning and Recovery
- Understanding the health impact of COVID-19
- The critical importance of supporting staff now and in the future
- The key enablers for a successful reset and rebuilding phase.

The outputs and feedback from the Recovery Cell have been key to the development of this plan.

Key objectives of the plan

The diagram below summarises the objectives, principles and priorities that are set out in the Re-mobilisation Plan.



The plan is underpinned by a number of key principles which are based around population health need and meeting the needs of our patients, including

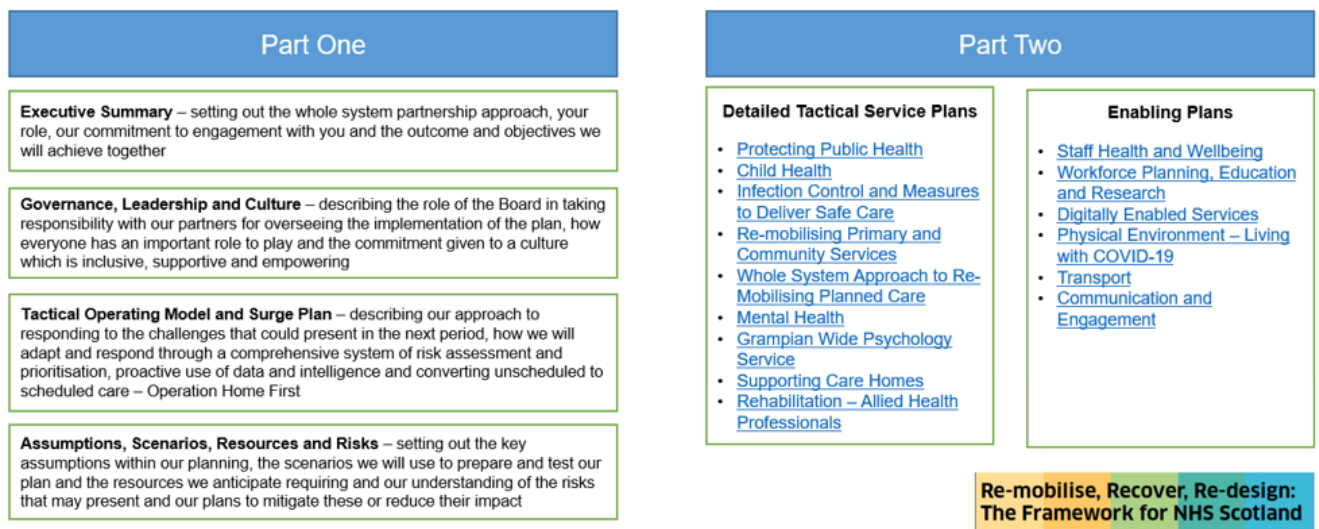
- Ensuring that patients are treated according to need
- Ensuring we minimise risk of infection or harm to patients and services only recommence where it is safe to do so
- Ensuring that we provide access to support and assistance to the whole population that is sustainable and delivered with fairness and equity.

The engagement with and support of the population of the North East of Scotland will remain key to the current and next phases of our Re-mobilisation Plan.

Planning for the re-mobilisation of services whilst living with COVID-19

The plan sets out in detail our plans for meeting surges in 'normal' winter and COVID-19 outbreaks and the remobilisation of services, based on clinical prioritisation.

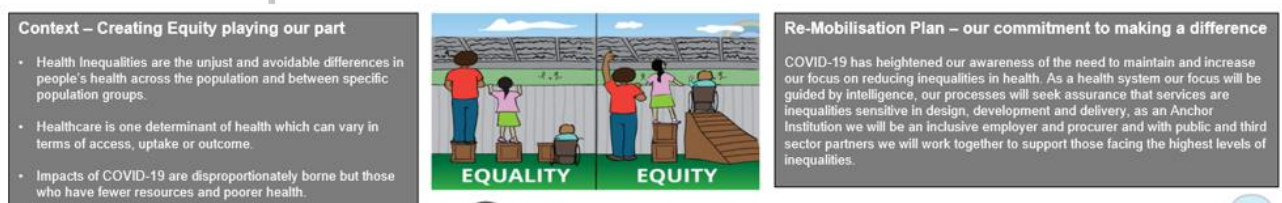
A summary of the plan is presented below setting out the comprehensive nature of the remobilisation programme.



Taking account of health inequalities

Our approach is now more than ever focused at local level for social equality, working on new ways to empower individuals and communities. The concept of NHS Grampian as an ‘Anchor’ institution is growing, acknowledging that the long term sustainability of health services is tied to the wellbeing of the population we serve, and we are well placed to make an important contribution as part of our community planning partnerships towards the strategic development of local economies.

Within the Remobilisation Plan we have set out the following summary setting out how health inequalities are an integral part of our response.



Re-Mobilisation Plan Part one

Our commitments as set out in our overall approach include

Leadership and Culture

- Health equity is a strategic priority for NHS Grampian and our partner organisations
- Our culture will reflect a commitment to embedding reducing health inequalities and improving equity of access across all services

Principles supporting the plan

In delivering against our core principles, we commit to:

- reducing the risk facing the most vulnerable individuals within our health and care system
- a Whole System approach to recovery and continued improvement that optimises the health and wellbeing outcomes for the population and reduces inequalities

Surge Plan

- Operation Home First is based on the foundation of enhancing resilience within our communities, improving equity of access to services and supporting those in the population who are most vulnerable.
- We will build on the existing strengths that traditionally exist across our communities in Grampian, supported by our partners and third sector

Re-Mobilisation Plan Part two

Our tactical services responses all include commitments; for example

- **Public Health**
 - Leadership within existing multiagency partnerships to drive actions against the social determinants of health inequalities
 - Annual health inequalities data dashboard NHS Board review
- **Service developments**
 - Service developments to be informed by analysis of variation in service access, service use, or uptake and/or health outcomes
 - Deliberate efforts to hear the views of people who live in our most deprived communities to ensure they are heard when service developments are being planned
 - Service developments to include documented Health Inequalities Impact Assessments
- **Child health**
 - Implementation of statutory duties set out in the Child Poverty (Scotland) Act 2017 and continued delivery of services and programmes which support children and families from deprived backgrounds
- **Primary care**
 - Establishment of community hubs to provide accessible care to vulnerable patients closer to home
- **Learning and development**
 - Education for staff on health inequalities
- **Infrastructure**
 - Ensuring equitable accessibility and protection for those accessing services
- **Technology**
 - Actions to address digital exclusion and to prevent or mitigate inequalities in access to digitally provided healthcare
- **Transport**
 - Efforts with partners to ensure transport options to ensure equitable access to healthcare
- **Employment and procurement**
 - Increased participation in *Family First*
 - Social Benefit Clauses to be included in procurement processes, with an audit of current practice against agreed policy

Assumptions, Financial Resources and Risk

Within the Re-mobilisation Plan we have set out in detail our key planning assumptions, the scenarios against which the plan will be tested, together with the analysis of risks and financial resources.

4. Responsible Executive Director and contact for further information

If you require any further information in advance of the Board meeting please contact:

Responsible Executive Director

Alan Gray
Director Of Finance
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Date 26 August 2020