

NHS Highland



Meeting: NHS Highland Board
Meeting date: 25 January 2022
Title: Remobilisation Plan 4 Oct 21
Responsible Executive/Non-Executive: David Park, Deputy Chief Executive
Report Author: Lorraine Cowie, Head of Strategy & Transformation

1 Purpose

This is presented to the Board for:

- Assurance
- Decision

This report relates to a:

- Annual Operation Plan
(Remobilisation Plan Oct21-March 22)

This aligns to the following NHSScotland quality ambition(s):

- Person Centred

This report relates to the following Corporate Objective(s)

Clinical and Care Excellence <ul style="list-style-type: none"> • Improving health • Keeping you safe • Innovating our care 	X	Partners in Care <ul style="list-style-type: none"> • Working in partnership • Listening and responding • Communicating well 	
A Great Place to Work <ul style="list-style-type: none"> • Growing talent • Leading by example • Being inclusive • Learning from experience • Improving wellbeing 		Safe and Sustainable <ul style="list-style-type: none"> • Protecting our environment • In control • Well run 	X
Other (please explain below)		All of above	

2 Report summary

2.1 Situation

All Boards are required by Scottish Govt to develop a remobilisation plan to describe current position (at Oct 21) and plan for next 6 months. 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. The recovery plan has three key aims:

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
3. Preparing the health and care services for the winter season.

2.2 Background

This is the 4th Remobilisation Plan requested since lockdown in March 2020. It describes the winter plan for NHS Highland including redesign, recovery and remobilisation of health and social care services.

The overall RMP4 was presented to the Board in September 2021 giving an overview of key deliverable and risks.

2.3 Assessment

The Remobilisation Plan is required to be approved for publication. The Scottish Government has reviewed the Plan following submission on 30 Sept 2021, with no significant feedback received. The Govt has requested that brief updates are provided on the progress of the Plan at the end of January 2022 and April 2022.

With the current service pressures it is likely that a number of the targets will not be met however an up to date report is being collated at present as part of the above quarterly reporting. The targets will also be monitored at a high level through the IPQR which will continue to be an iterative process.

The Head of Strategy & Transformation for NHS Highland is working with Scottish Government as part of a Short Life Working Group on an updated template for reporting and developing the future format of the Annual Operating Plans which is due to be submitted in July.

2.4 Proposed level of Assurance

This report proposes the following level of assurance:

Substantial
Limited

Moderate
None

X

3 Impact Analysis

3.1 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:

- 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
- The impact of physical distancing measures across the health and care sector on capacity is continually assessed.

3.2 Workforce

The Plan described impact on staff including resources, staff health and wellbeing.

3.3 Financial

The plan confirms the additional resources that will be required to support the implementation of the deliverable. We have had confirmation from Scottish Government that they will support NHS Highland in relation to the funding of the additional resources required as outlined in the plan with only minor exceptions.

3.4 Risk Assessment/Management

The plan includes risk analysis with mitigations.

3.5 Data Protection

The Plan does not involve personally identifiable information.

3.6 Equality and Diversity, including health inequalities

An impact assessment has not been completed because this is a summary operational Plan.

3.7 Other impacts

No relevant impacts.

3.8 Communication, involvement, engagement and consultation

This Plan has been developed through stakeholder meetings including regular support from EDG, private Board, Performance Recovery Board and with senior operational groups (from July to Sept21). As part of the future development of the annual operating plan we are keen to work more closely with our senior clinical colleagues as well our management colleagues.

3.9 Route to the Meeting

This has been previously considered by the following groups as part of its development. The groups have either supported the content, or their feedback has informed the development of the content presented in this report.

- Closed / Private Board September 21

4 Recommendation

- The formally give the Board assurance that due process has been followed in submitting the Remobilisation Plan 4 in accordance with the commission from Scottish Government.
- To ask the Board for a decision to authorise publication of Remobilisation Plan 4.
- To acknowledge with the Omicron variant that the targets within Remobilisation Plan 4 are significantly challenged and oversight of these will be through the Programme Board structure and Performance Recovery Board
- To provide assurance that future reporting of the milestones set out in the plan will be monitored by the Performance Recovery Board, 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
- To give assurance the Annual Operating Plan will be developed and will be presented to the July NHS Highland Board meeting with an interim update at the May Board meeting

4.1 List of appendices

The following appendices are included with this report:

- Appendix - Remobilisation Plan 4 (“NHS RMP4 DRAFT 4.0 30.09.21”)