

NHS Lanarkshire
29th April 2020

Lanarkshire NHS Board
NHS Board
Kirklands
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SUBJECT: Emergency Reconfiguration and Recovery - Strategy Map and Strategic Enhancement Plan 2020/2021

1. PURPOSE

This paper is coming to the Board:

For approval	<input checked="" type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input type="checkbox"/>
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2. ROUTE TO BOARD

This paper has been:

Prepared	<input checked="" type="checkbox"/>	Reviewed	<input checked="" type="checkbox"/>	Endorsed	<input type="checkbox"/>
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This paper was prepared by Irene Barkby and considered by the Corporate Management Team on both the 6th and 20th April 2020.

3. SUMMARY OF KEY ISSUES

NHS Lanarkshire like all other Health Boards is required to re-prioritise planned Strategies and focus on addressing the needs of the population's health during what is unprecedented times in response to the COVID-19 Pandemic.

This paper presents for approval a revised Emergency Reconfiguration and Recovery Organisational SWOT, Strategy Map and the associated Strategy Enhancement Plan.

4. STRATEGIC CONTEXT

This paper links to the following:

Corporate Objectives	<input checked="" type="checkbox"/>	AOP	<input checked="" type="checkbox"/>	Government Policy	<input type="checkbox"/>
Government Directive	<input checked="" type="checkbox"/>	Statutory Requirement	<input checked="" type="checkbox"/>	AHF/Local Policy	<input type="checkbox"/>
Urgent Operational Issue	<input checked="" type="checkbox"/>	Other: Corporate Governance	<input checked="" type="checkbox"/>		<input type="checkbox"/>

5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

Three Quality Ambitions:

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
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Six Quality Outcomes:

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input checked="" type="checkbox"/>
Healthcare is safe for every person, every time; (Safe)	<input checked="" type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

6. MEASURES FOR IMPROVEMENT

A number of key performance indicators are listed on the Strategy Map relating to several strategic imperatives. These will be the main focus of attention for the year ahead whilst the organisation works through the various phases: response, recovery and reconfiguration. Whilst the exact timing for each phase is uncertain there are some indicative timings which the organisation is working to, including the outputs from ongoing work with Strathclyde University on predictive modelling, that will be used to inform the phasing of the Boards continuity and recovery plans at the earliest opportunity.

7. FINANCIAL IMPLICATIONS

There are no costs directly associated with the revision of the Boards Strategy Map and the associated Strategic Enhancement Plan.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

A critical element of understanding the threats to the delivery of safe and effective clinical services which is a core function of NHS Lanarkshire, is understanding how it is operating whilst on an emergency footing in response to COVID-19. Therefore it has been essential that the potential impact on outcomes for patients is understood by undertaking a detailed risk analysis. This analysis has informed the Corporate Risk Register which will be considered separately by the Board.

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	x	Effective partnerships	x	Governance and accountability	x
Use of resources	x	Performance management	x	Equality	
Sustainability	x				

10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

This paper or the associated Strategy Map and Strategic Enhancement Plan has not been Impacted Assessed or assessed against the Fair Scotland Assessment Process.

11. CONSULTATION AND ENGAGEMENT

The revised Strategy Map and Strategic Enhancement Plan has been developed with input and support from members of the Corporate Management Team.

12. ACTIONS FOR THE BOARD

Board members are asked for:

Approval	x	Endorsement		Identify further actions	
Note		Accept the risk identified		Ask for a further report	

13. FURTHER INFORMATION

For further information about any aspect of this paper, please contact:
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