Emergency Reconfiguration and Recovery Organisational SWOT, Strategy Map and Strategic Enhancement Plan

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NHS Lanarkshire Emergency Reconfiguration and Recovery SWOT

Strengths (Internal

- Dedication & Commitment of the Workforce
- Dispersed Infrastructure - Hot & Cold Streams
- Achieving Excellence - Enabled Rapid Change

Weaknesses (Internal)

- Limited Critical Care Resources
- Constraints/Capacity of Built Environment
- Ability to Sustain Several Operational Functions

Opportunities (External)

- Enhanced Partnership Working
- Processes E-Enablement
- Whole System Realignment

Threats (External)

- Magnitude of the COVID-19 Pandemic
- Demand for Resources Outstrips Supplies
- Health and Care Systems Likely to be Overwhelmed

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NHS Lanarkshire: Pandemic Strategic Response Phases based on Strathclyde University Modelling
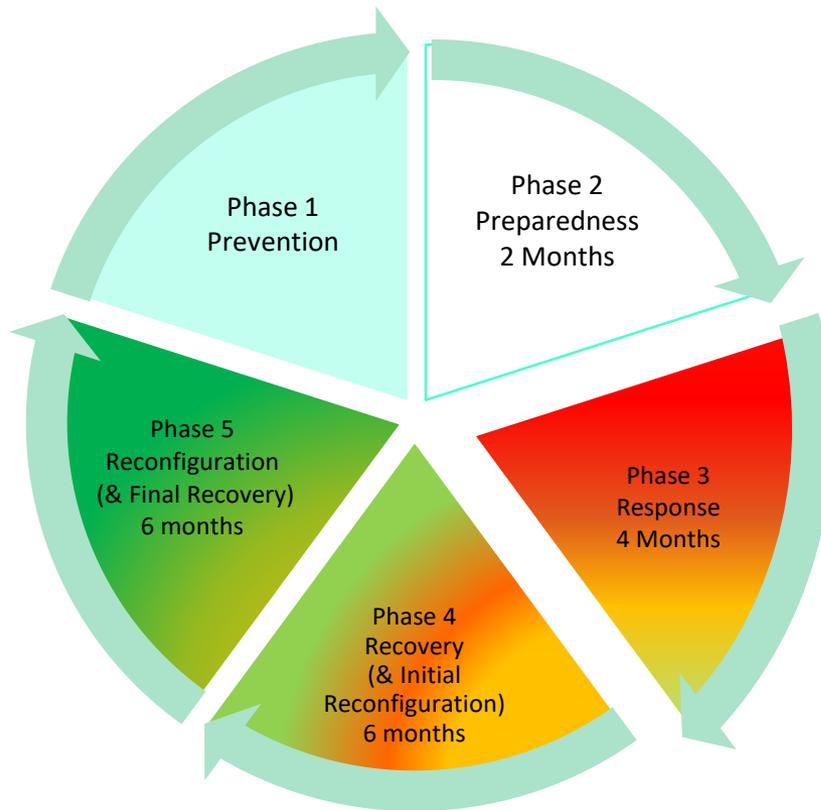
Phase 1 - Reconfiguration & Recovery
Prevention

Phase 2 - Reconfiguration & Recovery
Preparedness
Months 1-2
Jan - Feb 2020

Phase 3 - Reconfiguration & Recovery
Response
Months 3-6
March – June 2020

Phase 4 - Reconfiguration & Recovery
Recovery
Months 7-12
July – December 2020

Phase 5 - Reconfiguration & Recovery
Reconfiguration
Months 13-18
January – June 2021

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NHS LANARKSHIRE EMERGENCY RECONFIGURATION AND RECOVERY STRATEGY MAP 2020/21 v0.9

SGs National Strategic Objectives	Wealthier & Fairer	Greener	Healthier	Safer & Stronger		Smarter
National Quality Ambitions for the NHS	Person Centred		Safe		Effective	

NHS Lanarkshire's Strategic Response to COVID - 19
Whilst Striving to Achieve Excellence and Deliver Person-Centred, Responsive Health and Care to the Population of Lanarkshire

NHS Lanarkshire's High Level Outcomes Themes	Service Impact	Collaborative Impact	Safety/Quality Impact	Financial Impact	Staff Impact	Leadership Impact

NHS Lanarkshire's Purpose
To improve the health of the population of Lanarkshire & support people to live independently at home
supported through integrated health & social care working

| NHS Lanarkshire's Essential KPI's | Statutory Responsibility Legislative Requirements Strategic Commissioning Capacity /Capability Waiting Times Services Strategies | Public Health and Wellbeing Public Protection Public Engagement and Involvement Mental Health Access Feedback, Comments, Concerns and Complaints and FOIs | Emergency Planning /Business Resilience /Continuity Infection Prevention and Control Patient Safety and Outcomes Duty of Candour Safety and Quality of the Estate/Built Environment | Revenue, Capital and CRES Integrated Planning Workload and Workforce eHealth and Technology | Recruitment and Selection Health and Safety Health and Wellbeing Workforce Profiles E-Enabled Absence Management Prof Regulation | Communication Clarity of Decisions Ethical Decisions Balance of Controls Ownership and Accountability Culture |

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- **Process**
- **Product**
- **People**

NHS Lanarkshire Emergency Reconfiguration and Recovery Strategic Enhancement Plan (STEP Diagram) 2020/21 DRAFT v0.9

2021 Vision: Service stabilised having reconfigured/recovered from the Emergency Response to COVID -19

Issues/Concerns:
Rapid System and Process Changes
Suspension of Multiple Core Services
Ability to Sustain Adequate Staffing Levels

Current Situation: The Health Board is preparing its Emergency Response to ensure preparedness for the imminent COVID -19 Pandemic

January – June 2021: Fully Recovered and Reconfigured

- Social Care, Primary Care, Community and Hospital Services revised Systems and Processes fully embedded.
- Core Services Re-established with all those identified as being suitable for Redesign scheduled for completion/full implementation aligning where appropriate with the Board Strategy for Achieving Excellence
- Substantive staff deployed effectively. Rolled over Annual Leave allocations absorbed. Any remaining additional temporary workforce being deployed to vacancies or staff bank as appropriate.

July – December 2020 Phased Recovery and Reconfiguration Commenced

- Emergency response being stood down. Lessons Learnt captured and reported. Social Care, Primary Care, Community and Hospital Services gradually reinstating recognised Systems and Processes as appropriate. Areas identified as being suitable for permanent reconfiguration identified and ratified through robust Operational and Corporate Governance mechanisms. COVID19 Community Assessment Centres and Hub function considered.
- Outpatient and Elective Surgical Core Services reinstated as appropriate. Areas ratified for Redesign fully implemented at the earliest opportunity. Home Birthing Option reinstated. Critical Care Capacity gradually reduced.
- Staff returning to substantive roles on a phased basis dependant on ongoing COVID activity. Unused Annual Leave allocations identified and planned on a phased basis. Anticipate and plan for ongoing higher than average absence levels following COVID Pandemic response. Additional temporary workforce reviewed and reduced on phased basis.

March – June 2020 Emergency Response

- All Social Care, Primary Care, Community and Hospital Services operating on an emergency footing as per Mobilisation Plan. COVID19 Community Assessment Centres and Hub established. Annual Operational Plan Performance Tracked and Reported. Revised Corporate governance arrangements aimed at providing essential scrutiny and oversight of key Board business and the response to COVID 19.
- All bar life or limb threatening or urgent suspicion of cancer outpatients and elective surgical services stood down. Exceptions relate to Maternity Services (Albeit Home Births have been suspended); Mental Health; Learning Disabilities; Medical Inpatients; OOHS; A&E; Public Protection and Infection Prevention and Control Services all Sustained. Critical Care Capacity significantly expanded.
- Substantial numbers of staff working out with their normal areas of practice. Anticipating significantly higher than average absence levels. Additional temporary workforce rapidly recruited and deployed many with limited experience, skill, knowledge and expertise.

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