

NHS Board Meeting
24 June 2020

Lanarkshire NHS Board
Kirklands
Fallside Road
Bothwell
G71 8BB
Telephone: 01698 855500
www.nhslanarkshire.scot.nhs.uk



**SUBJECT: RESPONSE, RECOVERY & RECONFIGURATION OVERSIGHT
GROUP UPDATE**

1. PURPOSE

The purpose of this paper is to provide NHS Lanarkshire Board Members with an update of the work of the Response, Recovery and Reconfiguration Oversight Group.

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

This paper has been prepared by Paul Cannon, Board Secretary.

3. SUMMARY OF KEY ISSUES

Update on Group

With almost all Health operational functions within NHS Lanarkshire experiencing varying degrees of disruption to the delivery of service processes there continues to be undoubted risk that the ongoing Response, Recovery and Redesign situation will continue to adversely impact patients and front-line staff and is likely to lead to increased morbidity and mortality in the population directly or through unintended consequences.

Response, Recovery and Redesign therefore requires to become the focus as the organisation endeavours to establish a 'Business as Usual' approach to delivering organisational imperatives and progressing the Board Strategy Achieving Excellence, whilst continuing to be on an Emergency Footing.

As Board Members know, to ensure the organisation was well placed to recover at the earliest opportunity, an Interim Director and virtual Reconfiguration, Response and Recovery Team were put in place to work closely with Service Leads and in collaboration with Executive and Operational Directors to ensure:

- Good corporate governance and oversight in relation to reconfiguration arrangements to mitigate the impact upon clinical and non-clinical services during the pandemic phase and optimise the recovery process
- Interoperability of the various service models plans
- A clear audit trail would exist for decisions including the rationale for the decision
- Risks and benefits relating to service models reconfiguration were recorded and had mitigation/recovery plans
- Recovery and/or remodelling plans were worked up and known at the earliest opportunity to minimise impact and optimise recovery
- A clear mechanism existed for reporting and updating the Corporate Management and NHS Board

As part of the Groups programme of work all services delivered by NHSL have been identified and various service processes reviewed acknowledging their individual importance in maintaining a continuum of care across the population of Lanarkshire as a whole system.

To date a total of 81 Operational Functions have been captured accounting for 239+ Service Processes all of which have been considered on the basis of their respective risk profiles. The following table provides a high level overview of the outputs thus far.

	Operational Functions	Service Processes	Service Sub Processes
Acute	38	119	3+
Community	34	87	16+
Corporate	4	16	TBC
Corporate Non Clinical	5	17+	TBC
Total	81	239+	TBC

The work has been fully aligned and takes cognisance of the need to deliver against the Scottish Governments Annual Operational Plan, addresses the commitments from the Boards Achieving Excellence Strategy where they remain appropriate and where possible also aligns with the Integrated Joint Boards Commissioning Plans.

The progress to date has been commendable due to the willingness, involvement and engagement from all Operating Units and Corporate Support Functions and as such is now in a state of readiness to be mainstreamed into the organisations normal business it is with this in mind that the Board is asked to note the work to date.

The proposals submitted to date have covered a wide range of services, who are ready to begin to re-introduce services, there have been no proposals for significant service change that would require public consultation under the CEL 4 2010 guidance. The types of services putting forward restart proposals include

- Population Health Screening
- Psychology services
- Paediatric services (acute and Community)
- HIV testing
- General dental services
- Ophthalmology services
- Pre assessment checks
- Physiotherapy services
- Breast services (within Acute)
- Endoscopy services
- Respiratory medicine
- Flexible cystoscopy
- Occupational Therapy
- Head & Neck Out Patient services
- Treatment Room services.

Responsible Director

Responsibility for mainstreaming the work of the Group will be transferred to the Director of Planning, Property and Performance over the course of this week, who will bring forward a further update and a paper on reporting arrangements.

Response, Recovery and Redesign Plan

Board Members have previously been provided with a copy of the latest Plan, which is being updated and re-submitted to the Scottish Government at the end of June 2020. This will be shared with Board Members in due course, and added to the Board's web site to facilitate public access, as confirmed by the Acting Chief Executive of the NHS in Scotland.

4. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	<input checked="" type="checkbox"/>	AOP	<input checked="" type="checkbox"/>	Government policy	<input checked="" 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	<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 checked="" type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input 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

The reporting arrangements will be discussed further at the July 2020 Board meeting.

7. FINANCIAL IMPLICATIONS

The financial implications arising from each of the proposals discussed are clearly identified in each submission.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

The full impact of COVID 19 on activity and finance is not yet known but COVID-19 is recorded on the Corporate Risk Register as a Very High risk, and information is provided on any financial

impacts, via the virtual Silver Command Finance Group that is still operating, to inform regular financial updates made to Scottish Government on Covid-19 related expenditure.

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	<input checked="" type="checkbox"/>	Effective partnerships	<input checked="" type="checkbox"/>	Governance and accountability	<input checked="" type="checkbox"/>
Use of resources	<input checked="" type="checkbox"/>	Performance Management	<input type="checkbox"/>	Equality	<input type="checkbox"/>
Sustainability Management	<input checked="" type="checkbox"/>				

10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

Not required.

11. CONSULTATION AND ENGAGEMENT

The Response, Recovery and Redesign Oversight Group considers proposals brought forward through a supporting structure across both Partnerships, and the Acute Division, and seeks to identify inputs from local services about cross cutting impacts, logistical, and digital support, before these are considered by the Oversight Board.

12. ACTIONS FOR THE BOARD

Approve	<input type="checkbox"/>	Endorse	<input type="checkbox"/>	Identify further actions	<input type="checkbox"/>
Note	<input checked="" type="checkbox"/>	Accept the risk identified	<input type="checkbox"/>	Ask for a further report	<input type="checkbox"/>

The Board is asked to

1. Note the update;
2. Note that a further update of the Response, Recovery and Redesign Plan will be shared with Board Members in due course;
3. Note that the Plan will be uploaded on to the Board's public web site for public access, once this has been submitted to Scottish Government, at the end of June 2020; and
4. Note that a further update will be provided at the July Board meeting along with a description of reporting and governance arrangements to be put in place to assure the Board around the activities of the Response, Recovery and Redesign Oversight Group.

13. FURTHER INFORMATION

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

Paul Cannon, Board Secretary
Telephone: 01698 858180