

Meeting of:  
NHS Board  
15<sup>th</sup> December 2021

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**SUBJECT: REMOBILISATION PLAN 4 (RMP4)**

## 1. PURPOSE

This paper is coming to the Board:

For approval	<input checked="" type="checkbox"/>	For Assurance	<input type="checkbox"/>	For Information	<input type="checkbox"/>
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The Board is asked to approve the final draft of the Remobilisation Plan 4 (RMP4), noting the Scottish Government's letter in response to the RMP4.

This paper is also coming to the Board:

For approval	<input type="checkbox"/>	For Assurance	<input type="checkbox"/>	For Information	<input checked="" type="checkbox"/>
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The Board is asked to note that Quarter 3 and Quarter 4 updates of the RMP4 Delivery Planning Templates will be prepared for submission in January and April, respectively.

In addition, Members are asked to note that for 2022-25 the Annual Operational Plan/Remobilisation Plan will be replaced with a 3-year Operational Recovery Plan supported by an Annual Delivery Plan.

## 2. ROUTE TO THE BOARD

This report has been prepared by Roslyn Rafferty, Strategy & Performance Manager and reviewed by the Corporate Management Team on 6<sup>th</sup> December 2021.

## 3. SUMMARY OF KEY ISSUES

### Response to Covid-19

NHSScotland has been on an emergency footing since March 2020 and will continue to operate in exceptional circumstances throughout 2021/22. NHS Lanarkshire continues to experience significant pressures on staff and services, with occupancy levels critical across the three acute hospitals. At this time, NHS Lanarkshire remains in code Black.

The impact of the newly identified Omicron variant remains unknown as this time but, given the recently identified cases locally, it is likely that further cases will be identified in NHS Lanarkshire.

### 3.1 Remobilisation Plan 4 (RMP4)

In July 2021 the Scottish Government requested that NHS Boards provide a Mid-Year update on their Remobilisation Plan 3 2021/22 (RMP3). This approach was adopted in recognition that, when the RMP3 was developed, there was a significant level of uncertainty around the trajectory of the Covid-19 pandemic, and the associated impact on services.

This Mid-Year update was called Remobilisation Plan 4 (RMP4) and NHS Boards were asked to reflect progress to date and expectations for the remainder of 2021/22. The commissioning letter and associated guidance document was considered by the Corporate Management Team (CMT) on 26 July and 2 August 2021 and the requirements noted. Namely, the new plan should consist of the following elements.

- **Introduction and brief narrative** - focused on areas where there has been considerable change or development since the commissioning of RMP3.
- **Delivery Planning Template/Progress Update** - designed to capture key deliverables, indicators, milestones and risks. These deliverables largely reflect the work-streams and activities described in the RMP3, with a progress update for April to September 2021 and planned deliverables for October to March 2022.
- **Winter Planning Checklist** - this checklist follows a similar approach to previous years, and informed the deliverables included in the Delivery Planning Template.
- **Centre for Sustainable Delivery (CfSD) Heat Maps and associated Action Plans** – the NHS Lanarkshire Heat Map is included within the RMP4 (Appendix 14).
- **Updated Activity and Performance Templates** – these reflect projected activity levels and performance trajectories for October to March 2022.

In addition to the guidance referred to above, the Scottish Government subsequently issued separate supplementary guidance in relation to Mental Health services. This guidance asked that the RMP4 include:

- plans for the use of Mental Health Recovery and Renewal Funds for waiting list reductions in PT and CAMHS and the delivery of the CAMHS Standards.
- a Mental Health section within the delivery planning template providing details in relation to CAMHS, PT, Urgent and Emergency/Unscheduled Care, Primary/Scheduled Care and Perinatal and Maternity Mental Health services.
- within the Mental Health delivery planning template, information (deliverables, activity, milestones etc.) related to the implementation phase of the improvement/recovery plans for PT and CAMHS and information (deliverables, activity, milestones etc.) relating to plans for spending the allocated Recovery and Renewal Funding for CAMHS improvement.
- details associated with interdependencies, risks & mitigations restrictions in place (e.g. around distancing, infection control, testing and screening, etc.), workforce capacity, increased demand arising from Covid, estate/ accommodation, transport, training and development, Partnership arrangements, IT infrastructure and Data gaps.
- Year1 NHS Recovery Plan commitments relating to Mental Health.

#### Development Process

The draft RMP4 was developed by the NHS Lanarkshire Corporate Management Team (CMT) and the Recovery, Remobilisation & Redesign Co-ordinating Group (RRRCG) over August and early September 2021. The Plan reflects a whole system approach, providing details of the Lanarkshire response to March 2022 (where possible). The draft Plan was reviewed by the CMT prior to submission to the Scottish Government on 4<sup>th</sup> October 2021. The Final Draft of the

RMP4 can be found at Annex 1 (and associated Appendices 1-14), with the formal response from the Scottish Government available at Annex 2.

The Board is asked to consider the draft Remobilisation Plan 4 (RMP4) for approval (Annex 1), thereafter the RMP4 will be shared with the Area Clinical Forum and Area Partnership Forum in February 2022.

### 3.2 RMP4 – Further Updates

The Scottish Government letter in response to the RMP4 (Annex 2) requests that Quarter 3 and Quarter 4 updates be prepared for submission in January and April, respectively. This will be achieved by updating the Delivery Planning Templates which were developed as part of the RMP4, but no additional narrative will be required. Further details on the specific requirements are awaited. (In this context the RMP3 and RMP4 are considered to reflect 2021 Quarter 1 and Quarter 2 positions, respectively).

### 3.3 Three Year Operational Recovery Plans

The 2019/20 Annual Operational Plan (AOP) was the most recent AOP to be formally approved by the Scottish Government, with the 2021/22 AOP replaced by Remobilisation Plans.

The Scottish Government letter (Annex 2) confirms that for 2022-25 the Annual Operational Plan/Remobilisation Plan will be replaced with a 3-year Operational Recovery Plan. This will enable a more strategic approach to planning and support programmes of service transformation, aligned with the NHS Recovery Plan and the Care and Wellbeing Portfolio. These plans will be high level narratives setting out NHS Lanarkshire’s key priorities for recovery and transformation within this period, and how these contribute to national priorities. These 3-year plans will be underpinned by an Annual Delivery Plan (ADP). The Scottish Government intends to adapt the spreadsheet format from the RMP4 to create a template for the Annual Delivery Plan and this format will also be utilised to provide quarterly updates to the Scottish Government.

Work has commenced between Scottish Government representatives and Board Planners to develop priorities/guidance in relation to these Plans and it is anticipated that this will be available in June 2022, with a submission date for Plans at the end of July 2022.

Discussions are underway nationally to attempt to integrate this process with workforce and financial planning processes and further detail is awaited.

## 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 type="checkbox"/>	Achieving Excellence/local policy	<input type="checkbox"/>
Urgent operational issue	<input 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 checked="" 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

Operational work towards achieving the Standards, Targets and policy aims will use various improvement measures to secure delivery.

## 7. FINANCIAL IMPLICATIONS

The Remobilisation Plan will provide details of a number of financial risks which will reported by the Director of Finance.

Any financial implications arising from the recovery of services will be identified and approved prior to service recovery.

## 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 individual service recovery proposals will encompass an assessment of risk and plans for mitigation.

## 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 checked="" type="checkbox"/>	Equality	<input checked="" type="checkbox"/>
Sustainability Management	<input checked="" type="checkbox"/>				

## 10. EQUALITY IMPACT ASSESSMENT / FAIRER SCOTLAND DUTY

NHS Lanarkshire recognises that the remobilisation of services, whilst beneficial for both staff and service users, has the potential to have differential impacts on different groups in our

community. We are committed to ensuring that as we re-introduce our services, in this new way of working, that we undertake Equality Impact Assessments to help us identify any potential barriers that these new ways of working may present. From there we will take appropriate steps to mitigate or minimise those impacts to ensure our services are as accessible as can be for our population.

## 11. CONSULTATION AND ENGAGEMENT

Remobilisation Plans are whole system plans for Health and Care Services in Lanarkshire and reflect the response to Covid-19 from NHS Lanarkshire, North Lanarkshire Health & Social Care Partnership and South Lanarkshire Health & Social Care Partnership. The draft RMP4 was developed by the NHS Lanarkshire Corporate Management Team, inclusive of the Chairs of the Area Partnership Forum and Area Clinical Forum, and the RRRCG over August and early September 2021.

## 12. ACTIONS FOR THE BOARD

The Board is asked to:

Approve	<input checked="" type="checkbox"/>	Accept the assurance provided	<input type="checkbox"/>	Note the information provided	<input checked="" type="checkbox"/>
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1. The Board is asked to approve the draft Remobilisation Plan 4 (RMP4) which was submitted to the Scottish Government on 4<sup>th</sup> October 2021.

The Board is also asked to:

Approve	<input type="checkbox"/>	Accept the assurance provided	<input type="checkbox"/>	Note the information provided	<input checked="" type="checkbox"/>
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2. note the Scottish Government's letter in response to the submission of the RMP4;
3. note that Quarter 3 and Quarter 4 updates of the RMP4 Delivery Planning Templates will be prepared for submission in January and April, respectively; and
4. note that for 2022-25 the Annual Operational Plan/Remobilisation Plan will be replaced with a 3-year Operational Recovery Plan supported by an Annual Delivery Plan.

## 13. FURTHER INFORMATION

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

Roslyn Rafferty, Strategy & Performance Manager, Telephone: 01698 752843.

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**Colin Lauder**  
**Director of Planning, Property & Performance**

## **Annex 1 Remobilisation Plan 4 (RMP4)**

- Appendix 1 Vaccination Programme
- Appendix 2 Winter Plan Preparedness Self-Assessment 2021/22
- Appendix 3 Delivery Planning Template – Acute
- Appendix 4 Planned Care Trajectory - Outpatients
- Appendix 5 Data Templates - Template 1 (T1) - Activity Projections
- Appendix 6 Data Templates - Template 2 (T2) - Monthly Actual v Planned Activity
- Appendix 7 Data Templates - Template 3 (T3) - Elective Waiting Times Trajectories
- Appendix 8 Delivery Planning Template - North Lanarkshire HSCP
- Appendix 9 Delivery Planning Template - South Lanarkshire HSCP
- Appendix 10 Primary Care Improvement Programme (PCIP) Tracker Information
- Appendix 11 Primary Care Improvement Programme (PCIP) Project Plan
- Appendix 12 – Annex 1 Rescheduling Urgent Care – NHS 24 & Primary Care – FNC/ED Activity
- Appendix 12 – Annex 2 Rescheduling Urgent Care – Redesign Outcomes
- Appendix 12 – Annex 3 Rescheduling Urgent Care – Critical Pathway
- Appendix 13 Delivery Planning Template - Digital
- Appendix 14 NHS Lanarkshire Heat Map

## **Annex 2 Scottish Government Letter in response to RMP4**