

NHS Board
25 January 2023

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



SUBJECT: OPERATION FLOW

1. PURPOSE

This paper is coming to the NHS Board

For approval	<input type="checkbox"/>	For Assurance	<input checked="" type="checkbox"/>	For Noting	<input type="checkbox"/>
--------------	--------------------------	---------------	-------------------------------------	------------	--------------------------

2. ROUTE TO THE NHS BOARD

This paper has been:

Prepared	<input checked="" type="checkbox"/>	Reviewed	<input type="checkbox"/>	Endorsed	<input type="checkbox"/>
----------	-------------------------------------	----------	--------------------------	----------	--------------------------

by the Director or Planning, Property & Performance.

3. SUMMARY OF KEY ISSUES

The purpose of this paper is twofold and outlines the:

- Whole system actions required for our Firebreak to decompress and stabilise the system
- High level 4-layer rapid improvement sprint plan in response to our urgent and unscheduled care challenges

The strategic planning approach for the work has been named Operation FLOW. Language matters and consequently the use of the word FLOW within the context of this work has a clear purpose as outlined below:

- **Focused** – a time limited intervention with exit to a sustainable service model
- **Lanarkshire**– recognising the various geographies and demographics affecting our services across the County
- **Optimal** – focusing on improvement rather than completely fixing the system during the project timescale, including learning from other systems
- **Whole System** – the project must be truly whole system covering the whole patient journey into and out of our health and social services

Appendix 1 sets out the objectives of the approach, the need to stabilise the system through a firebreak, creating the conditions necessary to achieve the objectives, the measures to be taken, and project management arrangements.

4. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	<input checked="" type="checkbox"/>	AOP	<input type="checkbox"/>	Government policy	<input type="checkbox"/>
Government directive	<input type="checkbox"/>	Statutory requirement	<input 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"/>
------	-------------------------------------	-----------	-------------------------------------	----------------	-------------------------------------

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

These are set out in the paper.

7. FINANCIAL IMPLICATIONS

None. Existing resources, including staff, are being repurposed to contribute to the programme.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

A risk management framework will also underpin this work.

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 type="checkbox"/>	Governance and accountability	<input checked="" type="checkbox"/>
Use of resources	<input checked="" type="checkbox"/>	Performance management	<input checked="" type="checkbox"/>	Equality	<input type="checkbox"/>
Sustainability	<input checked="" type="checkbox"/>				

10. EQUALITY AND DIVERSITY / FAIRER SCOTLAND DUTY IMPACT ASSESSMENT

Has an E&D /FSD Impact Assessment has been completed?

Yes
No

Not as yet, however, we will need to be cognisant of the potential impact of any actions on our population from an equality and inequalities perspective and therefore appropriate assessments will be completed and updated throughout.

11. CONSULTATION AND ENGAGEMENT

Our communication across our system and to our public will be key throughout the duration of the project and the details of this will emerge as plans are finalised.

12. ACTIONS FOR THE NHS BOARD

The NHS Board are asked to:

Approve	<input type="checkbox"/>	Gain Assurance	<input checked="" type="checkbox"/>	Note	<input type="checkbox"/>
---------	--------------------------	----------------	-------------------------------------	------	--------------------------

13. FURTHER INFORMATION

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

Name: Colin Lauder
Designation: Director of Planning, Property and Performance
Telephone: 01698 752866