NHS Lanarkshire Board Meeting
25 October 2023

NHS Lanarkshire
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SUBJECT: OPERATION FLOW 2 Update and Progress

1.   PURPOSE

The purpose of this paper is to provide an update on the report that went to the 30 August Board meeting and PPRC meeting on 27 September 2023.

An update to Board the progress made in relation to:

- ▪   Our system re-focus and commitment to delivering the plan
- ▪   System preparedness for our Winter Plan launch on 1 November 2023

For approval	☐	For Assurance	☐	For Noting	☒

2.   ROUTE TO THE BOARD

This paper has been reported through the Corporate Management Team and through our Executive Flow Oversight Board. This paper has been prepared by Kirsty Orr, Head of Planning and Development

Prepared	☒	Reviewed	☒	Endorsed	☒

3.   SUMMARY OF KEY ISSUES

3.1   Operation Flow – Pause Event

A system wide Operation Flow Pause Event was held on 29 September 2023 with managerial, operational and clinical leaders from across our system. The objective of the session was to provide space and time to consider if our plan aligns with our needs, informed by our learning from our peer review visit from colleagues from NHS Tayside. We also wanted to reassess and re-confirm that the plan has the capability to deliver a better Winter for our patients and staff. We also wanted to ensure that there was complete belief in the plan and a commitment to deliver.

Through the discussions during the session we agreed as senior system leadership team that to enhance patient safety and staff well-being our 3 priority areas underpinning Operation Flow continued to be:

- •   Managing Demand across our system

- Maintaining a positive admission and discharge balance
- Maximising Outflow

Importantly, we were assured that the key activities within our Operation Flow 2 Plan would support achievement of the 3 key areas and aligned with the learning from NHS Tayside. Importantly, whilst we await a formal feedback report the team provided some initial reflections during the visit and a high level summary is noted below:

- Extremely supportive of the Senior Clinical Decision Maker (SCDM) workforce model for FNC to maximise increase direction of patients to the right place, first time.
- Opportunities exist to maximise the use of Near Me to reduce footfall to our front doors
- Investment in our Frailty Strategy is essential to respond to current and future demand
- Reconfiguration of our off site bed estate to maximise system flow for this Winter and beyond

3.2 System Readiness – Operation Flow 2 Power Up

The primary objective of the task and finish groups in relation to scoping and developing proposals has now been achieved and we are transitioning to our delivery structures to support this work. Some task and finish groups will continue to operate until all our new models of care are developed. However, the majority of the work will be delivered through an Acute site and HSCP based structure to ensure that we maintain a whole system approach. We also know that there are some elements of our plan that are pan-Lanarkshire e.g. FNC development and Frailty Clinical Network which will require some flexibility in our approach to support delivery.

We remain committed to launch and implement our Operation Flow 2 Winter Plan from the 1 November 2023. Given the proximity to delivery we have refreshed the membership our Executive Flow Oversight Board and thereby released operational colleagues to have more time to support the focused improvement work required to ensure successful delivery of the plan.

Creating the right conditions for the success of our Winter plan is essential. Consequently, our preparation has included finalising our new care models and ensuring that our workforce is engaged in all elements of the plan and understand their role in its implementation. System readiness is also underpinned by the delivery and implementation of the detail of the site and HSCP level improvement plans. This focused preparation period - Power up – has ran through the month of October.

The actions that have been progressed to support Power up have included:

- Testing our REACT processes as part of our new Front Door Target Operating Model (Appendix 1) to increase streaming of patients to the right part of our system in UHH and UHW. The testing has heled to ensure that processes are tested and staff confidence is increased prior to Go Live

- Maximise the availability of SCDM in the FNC as part of our new care model to support direction of patients the right place and at the right time to ensure new care model is ready for launch on 1 November 2023
- Increase Near me consultation and Call before you Convey between Hospital @ Home and SAS to increase efficiency and capacity within the service
- Completing the bed base modelling for UHW and UHH sites to inform future planning and consideration of reconfiguration of our bed base to manage demand
- Undertaking focused improvement work within Medicine for Older Adults – UHW to maximise flow across the acute site and off site beds
- Fast tracking access to interim care beds at Cumbernauld Care Home to create acute capacity
- Undertaking a review of all inpatients categorised as Hospital Based Complex Clinical Care (HBCCC) to determine if appropriately coded and placed or if another care location is more appropriate to meet their needs

The actions outlined above are aligned to the Acute sites and HSCP based improvement delivery plans and the remaining actions being progressed through the task and finish group structures.

Importantly, some processes remain underway to complete the recruitment required to ensure comprehensive implementation of the new models of care for Winter 2023/24. However, the system is confident that a phased approach to full implementation will be achieved from the 1 November 2023 in relation to REACT model in UHH and UHW, Expanded Hospital @ Home Capacity and increased Senior Clinical Decision Makers within our FNC.

3.4   Action and Responsibility Framework

We have developed an action and responsibility framework for Operation Flow with triggers outlined across the levels of escalation and action cards which describe roles and responsibilities for each member of the team. The action cards describe the business as usual actions required to maintain safe and effective flow across our whole system. Also incorporated is the further actions and communication required as we move through the five levels escalation as relevant to the corresponding triggers.

In addition, we are developing table top exercises to test that the action and responsibility framework makes sense to frontline, operational, clinical and managerial staff and provides clarify for roles, responsibilities and escalation.

3.5   Evaluating Patient Experience and Staff Well-being

Understanding the impact of Operation Flow from a patient experience and staff welling-being perspective is key for NHS Lanarkshire's learning. Therefore, formal evaluation of Operation Flow 2 will be undertaken in collaboration with colleagues from Strathclyde University and preparation work will commence from the 1 November 2023 with qualitative research being progressed during December 2023. Our findings will be shared with the Board as soon as they are available.

4.   STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	☒	AOP	☐	Government policy	☐
Government directive	☐	Statutory requirement	☐	AHF/local policy	☐
Urgent operational issue	☒	Other	☐		

5.   CONTRIBUTION TO QUALITY

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

Three Quality Ambitions:

Safe	☒	Effective	☒	Person Centred	☒

Six Quality Outcomes:

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

6.   MEASURES FOR IMPROVEMENT

We have developed a performance framework to measure ward, site and system level metrics for the duration of Operation FLOW 2. The will also support scrutiny of the impact of secured funding.

7.   FINANCIAL IMPLICATIONS

At present existing resources, including staff, are being repurposed to contribute to the programme. However, resource planning in relation to proposals which will increase capacity and create capability have been approved and recruitment processes are underway.

8.   RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

A risk management framework has been developed to underpin this work. A significant risk for successful delivery of Operation Flow 2 is successful recruitment of the workforce to ensure the delivery of the new Target Operating Models.

9.   FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	☒	Effective partnerships	☐	Governance and accountability	☒

Use of resources	☒	Performance management	☒	Equality	☐
Sustainability	☒				

10. EQUALITY AND DIVERSITY / FAIRER SCOTLAND DUTY IMPACT ASSESSMENT

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

Yes ☒
No ☐

An EQIA has been developed and is cognisant of the potential impact of any actions on our population from an equality and inequalities perspective. Ongoing and appropriate assessments will be completed and updated throughout.

11. CONSULTATION AND ENGAGEMENT

Our communication across our system and to our public are key throughout the duration of the project. A comprehensive communications plan including written and face-to-face briefings and videos in order to help achieve staff and public buy in and celebrate progress and successes of Operation Flow 2 and preparing for winter 2023/24 is underway.

12. ACTIONS FOR THE BOARD

The Board are asked to:

- Note the work in progress for Operation Flow 2.

Approve	☐	Gain Assurance	☐	Note	☒

13. FURTHER INFORMATION

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

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Colin Lauder
Director of planning, property and performance
17   October   2023

Appendix 1 –Front Door Target Operating Model

TARGET OPERATING MODEL

NHS Lanarkshire

Ambulance

NHS24

GP referral

Self presenter

Flow Navigation Centre

Emergency Dept Reception

Waiting Room

REACT (Rapid Emergency Assessment Care Team)

Resus

Majors

Minors

Assessment
Medical
Surgical
Frailty
Other specialties

Ambulatory Emergency Care

Critical Care Unit
ITU/HDU/CCU/Theatres

Home

Other Healthcare
GP
Pharmacy
Physio

| Arrival/Pre-arrival | Check-in & Admission | Assessment/Triage | Assessment & Treatment | Transfer | Discharge |