

1. Actions Recommended

The Board is asked to approve the remobilisation plan 3 (summary version) for 2021/22.

2. Strategic Context

In response to the requirement from the Scottish Government (SG) Health and Social Care Directorate for remobilisation plans covering the period up to the end of March 2022, NHS Grampian submitted its draft remobilisation plan 3 on 1 March 2021 to the SG. Following feedback from the SG, NHS Boards have been asked to formally approve and publish their plans.

The Scottish Government guidance issued on 14 December 2020 set out the following key priorities to be included in the remobilisation plan and confirmed that Re-mobilise, Recover, Re-design: The Framework for NHS Scotland, published on 31st May 2020, continues to provide the overarching context for remobilisation planning, including the principles and objectives for safe and effective mobilisation:

- Staff health and wellbeing
- Living with COVID (including the Vaccination Programme, Test and Protect and supporting the safe provision of Adult Social Care)
- Delivery of essential services (including redesign of urgent care, the key role of primary and community care, whole system response to mental health and wellbeing, planned care and clinical prioritisation of those individuals on waiting lists)
- Finance and workforce plans

In addition, the guidance noted the importance of understanding and reflecting patient experience, addressing inequalities which have been compounded by COVID and embedding innovation as we recover and re-design.

3. Key matters relevant to the recommendation

Overview

The plan sets out our whole-system overarching plan for the delivery of health and social care services during 2021/22. Our priority will be to enable a period of recovery and recuperation for our staff and a managed and planned transition to the remobilisation of services, whilst at the same time continuing to adapt to “respond to COVID-19” and supporting the phases of the Scottish Government route map to recovery. During the period of this plan, it will be important for us to create stability and resilience across our health and care services to enable us to meet population needs and maximise the learning and changes we have implemented during the global pandemic response. The plan supports our phased transition to the rebuilding and redesign of health and social care services over the next 12 months, with an indication of how we will prioritise this over a three year period.

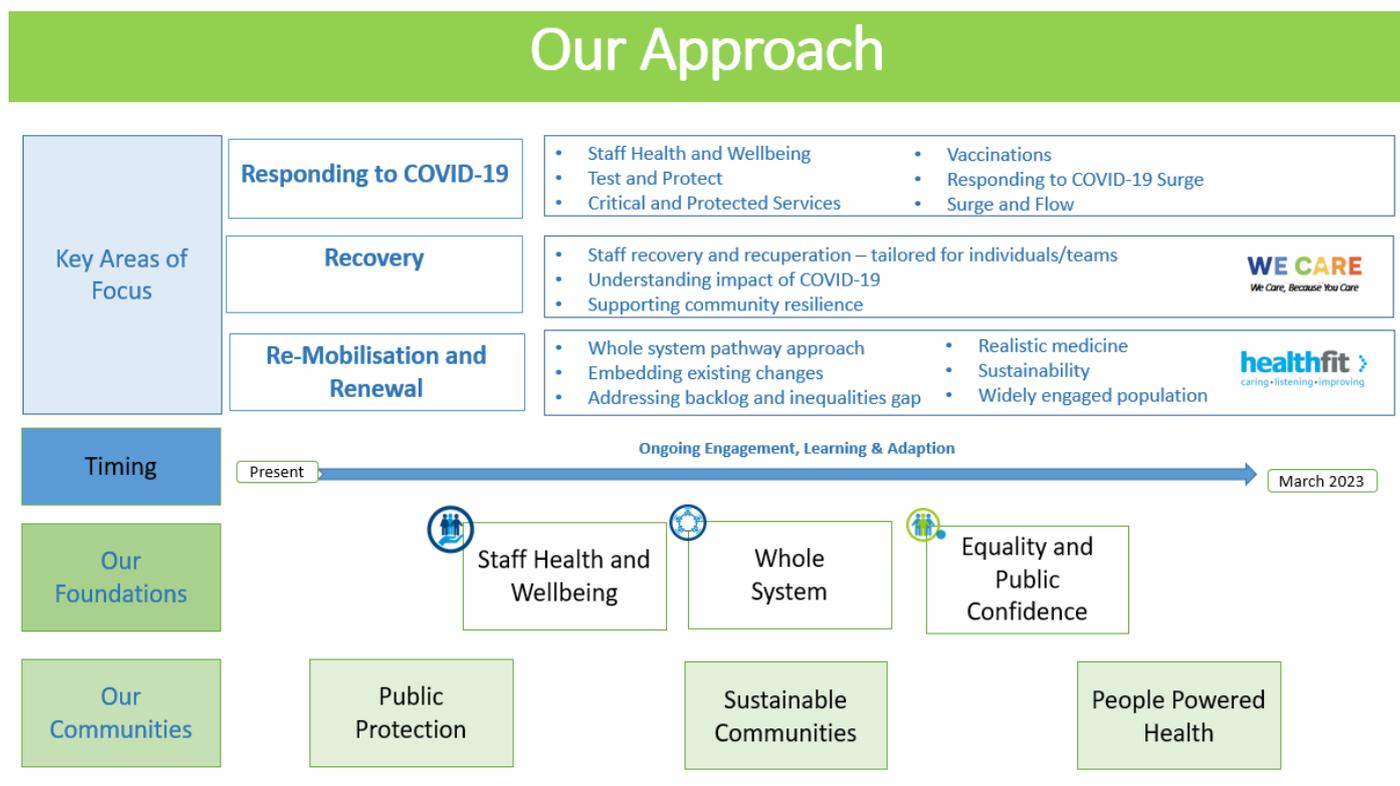
In addition to the detailed plan (content of which is shown below as Part One and Part Two), the Board will be publishing a summary version which will set out how we will support and work in partnership with our staff and the public to take forward a managed and balanced transition through recovery to remobilisation and renewal.

Summary Version <small>(key info also doubles as Exec Summary for Part 1)</small>	Part One	Part Two
<ul style="list-style-type: none"> • Focus of Plan • Future Health & Care • Impact of COVID • Our Approach to Recovery & Transformation (P/ship) <ul style="list-style-type: none"> - Living with COVID - Supporting Recovery - Re-Mobilisation & Transformation • How Everyone can Contribute <ul style="list-style-type: none"> - Influencing & Your Role - Monitoring & Communicating Progress - Useful Information i.e. KWTTT, NHS Inform etc. 	<ul style="list-style-type: none"> • Executive Summary • Responding to COVID • Recovery • Remobilisation and Renewal • Governance, Co-ordination & Leadership • Assumptions, Resources & Risks 	<ul style="list-style-type: none"> • Detailed Service Plans <ul style="list-style-type: none"> • Home First/USC • Protecting Public Health • Child Health • Primary & Community Services • Planned Care • MH&LD • Psychology • Care Homes and Care @ Home • Rehabilitation • Embedding Realistic Medicine • Enabling Plans <ul style="list-style-type: none"> • Culture • Staff Health Wellbeing & Safety • Infection Control & Measures for Safe Care • Workforce Planning, Education & Risks • Digitally Enabled Services • Infrastructure Plan • Transport • Communication & Engagement

Our approach

Our local approach has been, and will continue to be, led by and delivered within the well-established, multi-agency partnerships that exist in Grampian and which have been instrumental to our response over the last twelve months. It is an approach that we are committed to maintaining for the long term. Central to this plan is ensuring that as we move into the next phase of living with COVID-19, we do so together with our staff, partners and the public. Key to the success of this, will be our commitment to supporting the health and wellbeing of our staff. This will be facilitated by the implementation of our priority 'We Care Programme' including a dedicated website providing access to a broad range of advice and support.

The key phases of our plan for the next financial year and our overall approach are summarised below:



Governance

The remobilisation plan sets out the governance arrangements that will be implemented to oversee its implementation. In terms of the managements arrangements, operational delivery will be overseen by the Chief Executive Team in the initial phase, with further work being undertaken to agree the system leadership model that will ensure that we can both support remobilisation and recovery and the development of the strategic plan.

Key areas of focus

Whilst the process of recovery and remobilisation will be complex and requires a further significant effort from our staff and partners, the plan has **six** key areas of focus:

- Continue to minimise the spread and impact of COVID and to support vulnerable individuals who are most at risk
- Support our staff to recuperate, recover and maintain good health and wellbeing
- Gradually build up services based on reducing harm and prioritising people in the greatest clinical need
- Work together to reduce the waiting times for services which have been temporarily paused or reduced to deal with the waves of COVID
- Work together to create services which are more sustainable and better meet needs to improve the health of the population and reduce inequalities.
- Continue to communicate as things change and create opportunities for you to be actively involved

Resources

The draft Scottish Government budget for 2021/22 was announced on 28th January 2021 and confirmed that NHS Grampian will receive a base uplift in funding of £15.2m.

The Scottish Government draft budget also included funding provision for support of the following key policy areas - Primary Care, Mental Health, Trauma Centres and Drug Deaths Prevention.

We have made the assumption that levels of earmarked funding in 2021/22 will be broadly consistent with 2020/21. This will include the assumptions set out in the draft budget letter regarding waiting times improvement funding being available to support recovery during 2021/22 as we move out of the current lockdown measures.

The financial plan included within the remobilisation plan confirms that we are projecting a balanced position in 2021/22 based on achievement of a savings target of 0.5% and the provision of non-recurring funding to meet the additional costs required to support the continued COVID response. The draft Scottish Government budget confirms the availability of funding for this purpose.

The remobilisation plan also sets out the details of the Board's infrastructure plan of £348m over the next five years, which includes the significant investment in the Baird Family Hospital and ANCHOR project (now under construction).

Impact Assessment

A health inequalities impact screening was undertaken using the agreed NHS Grampian health inequalities impact screening checklist and did not raise any key gaps or concerns.

An equality and diversity impact assessment of the summary version of the plan was undertaken by the NHS Grampian Equalities Officer and found to be compliant.

4. Responsible Executive Director and contact for further information

If you require any further information in advance of the Board meeting please contact:

Responsible Executive Director

Alan Gray
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20 May 2021