

<p>NHS 24 BOARD</p> <p style="text-align: right;">21 October 2021 ITEM NO. 9.1 BD (2021 22) 025 FOR APPROVAL</p> <p style="text-align: center;">UPDATE TO 2021/22 REMOBILISATION PLAN</p>	
Executive Sponsor:	Director of Strategy, Planning and Performance
Lead Officer/Author:	Director of Strategy, Planning and Performance /Interim Head of Strategic Planning
Action Required	<p>This paper is presented to the NHS 24 Board to discuss and approve the updated 2021/22 Continuation and Remobilisation Plan 4 (RMP 4).</p> <p>The Board are asked to note that initial feedback from Scottish Government on the Plan was very positive noting the clear deliverables associated. Formal sign-off letter is expected by end of October 2021.</p>
Key Points	<p>In July 2021, the Chief Operating Officer of NHS Scotland wrote to all Boards to commission an update of the Remobilisation Plans (RMP3) submitted earlier this year. The updated Remobilisation Plan version 4 was submitted to Scottish Government on 30 September 2021, noting that it was still to be approved by the NHS 24 Board.</p> <p>This updated Plan provided an opportunity for Boards to revise RMP deliverables. For NHS 24, this Plan reflects previously agreed strategic objectives, previously discussed and approved by the Board.</p>
Governance Process	<p>This updated Plan has been considered by the Senior Management Team (SMT) and the Executive Management Team, during September. The groups have supported the content and their feedback has informed the development of the content presented in this report.</p> <p>The document is currently being reviewed by Scottish Government and NHS 24 are awaiting formal sign-off by 31 October 2021.</p> <p>Given the urgent need to respond to the Sponsor requirement, the Remobilisation Plans were not able to be taken through our usual governance process. In submitting this plan to our Sponsor Team, we highlighted that it still requires approval from the NHS 24 Board.</p>
Contribution to NHS 24 Strategy	This updated Plan supports delivery of all NHS 24 key organisational priorities and objectives.

<p>Key Risks</p>	<p>A high level overview of the key risks is included within Section 4 of the Plan. Although we are seeking to mitigate these as much as possible, we have also considered the potential for concurrency of these risks, with further amplification of COVID-19 prevalence, associated level of increased resource loss and rapid on-the-day fluctuation of demand. As a result, NHS 24 expects to remain at severe on our Corporate Escalation Framework and potentially experience periods of critical pressure across winter.</p> <p>Although we have set out a number of actions to address the service pressures, it is unlikely that our key performance measures will improve materially over the winter period.</p>
<p>Financial Implications</p>	<p>The Director of Finance is working with SG Finance team on funding sources for additional temporary resource referenced within this updated Plan.</p>
<p>Equality and Diversity</p>	<p>The individual priorities of this updated Plan will be assessed for impact in relation to equality and diversity.</p>

1. RECOMMENDATION

1.1 This paper is presented to the NHS 24 Board to discuss and approve the updated 2021/22 Continuation and Remobilisation Plan 4 (RMP 4).

2. BACKGROUND

2.1 On 31 May 2020, the Scottish Government published its NHS Scotland Framework: Remobilise, Recover, Redesign. This Framework sets out the steps being taken to safely resume some paused NHS services across Scotland. It ensured that the successful steps taken to maintain services during the pandemic are learnt from and built upon. This includes the significant innovations introduced across the NHS to assess patients utilising digital technology. This NHS Scotland Framework continues to underpin on-going remobilisation planning.

2.2 Following the submission of NHS 24’s Remobilisation Plan (RMP) in May 2020, Scottish Government requested that all NHS Boards develop a next iteration of Remobilisation Plans, to cover the period from August 2020 until March 2021 (RMP 2). This was augmented by a further plan from April 2021 to March 2022 (RMP 3).

2.3 In recognition of the complexity of planning in the current circumstances, as well as the significant and immediate pressures currently being faced by the system, in July 2021, Scottish Government requested that all NHS Boards develop and submit an updated Remobilisation Plan (RMP4). This was to consist of three key parts; an updated RMP 4 narrative (outlining any changes to service provision since April 2021), a delivery plan template (to review

deliverables from RMP 3 and create new deliverables to March 2022) and a Winter Planning Checklist (to capture specific requirements around winter and festive) until March 2022.

- 2.4 The Plan provides an update of the considerable work undertaken since April 2021 and further iteration of the existing Remobilisation Plan, summarising new work and activities across the organisation to the end of March 2022.
- 2.5 Scottish Government have also indicated that, where appropriate and known, the updated Remobilisation Plan also includes NHS 24's longer term plans, where it is considered to be useful.

3. DEVELOPMENT OF THE CONTINUATION AND REMOBILISATION PLAN

- 3.1 The Continuation and Remobilisation Plan sets out an update of NHS 24's key priorities and outcomes for 2021/22. Once approved by SG, the revised plan will form the basis of NHS 24's key pieces of work for the next six months. In order to refresh key priorities and actions NHS 24 has undertaken a number of discussions with key groups; EMT, IMT, meetings with key leads and stakeholders and discussion with the Public Partnership Forum/Youth Forum.
- 3.2 It is recognised that engagement is more limited than NHS 24 would desire but reflects the reality of planning in a global pandemic. These proposals and discussions have been fed into the document along the way.
- 3.3 This Remobilisation Plan (RMP 4) is an extension of our earlier 2021/22 Continuation and Remobilisation Plan (RMP3), outlining key COVID-19 continuation activities, alongside other key strategic priorities.

NHS 24's key priorities through to 31 March 2022 are:

- 1. Supporting our Workforce and their Wellbeing**
- 2. On-going Management and Recovery from COVID-19**
- 3. Continued Development of National Urgent Care Pathways**
- 4. Development of a Suite of Mental Health Services**
- 5. Expanding Digital Access to Care**
- 6. Tackling Public Health Priorities and Health Inequalities**
- 7. New SG commission – support for Rape & Sexual Assault Forensic Medical Exam (FME) Self-Referrals (new)**

NHS 24 has also developed enabling themes that support the delivery of this plan and progression of our wider priorities:

- 8. Transforming our Ways of Working**
- 9. Working Together to Develop our Organisation and Culture**

- 3.4 This Remobilisation Plan includes key actions which will allow NHS 24 to establish its role within the wider Health and Care agenda, with the development of focused collaboration with the public health community and on-going development of the new national 24/7 Urgent Care Pathway. The plan will continue to provide opportunity for collaboration across both local and

national boards in Scotland, as well as on-going public consultation to gain insight into user needs and expectations of NHS 24 services.

- 3.5 The Board are asked to note that this updated RMP reflects revised workforce targets, following initial work to review current levels of demand against resource. As noted in the Plan, work is currently underway, led by our Director of Workforce, on a full review of our approach to Strategic Workforce Planning, which will include an updated establishment figure for each skillset. This work will critically inform the development of our future Strategic Workforce Plan and be reported through the Staff Governance Committee.

4. DELIVERY AND ONGOING REPORTING OF THE REMOBILISATION PLAN

- 4.1 This is a living document and we will therefore adapt and modify it, as we further evolve our thinking and also as we undertake our regular reporting through our governance processes and with Scottish Government. This governance remains unchanged since our RMP3 document.
- 4.2 Initial feedback has been received from Scottish Government on the Plan, with formal sign-off letter expected by end of October. In summary, SG commented on the robust and clear nature of the plan with defined actions in relation to NHS 24's key priorities and actions set out until March 2022.
- 4.3 The RMP3 Action Plan will be updated, reflecting revised deliverables, to review progress of the activities within this RMP4. Progress will be reported regularly to EMT and through the NHS 24 Governance Committees.

5 CONCLUSION

- 5.1 Despite a challenging time, balancing the demands and effects of COVID-19 on the organisation, NHS 24 continues to deliver high quality safe and effective services. The updated Continuation and Remobilisation Plan outlines NHS 24 additional activities until March 2022, including preparations for the Winter period.