

NHS GRAMPIAN**Recovery and Transformation following the COVID-19 Pandemic****1. Actions Recommended**

The Board is asked to:

1. acknowledge that the planning for recovery and transformation, from the current wave of the pandemic, has been established
2. comment on the proposed approach to the development of the plan using three timescales (living with COVID, recovery and transformation) and the three domains (staff wellbeing, public confidence and service delivery)
3. agree to receive further updates on recovery and transformation, especially the Remobilisation Plan, at the 1 April 2021 Board meeting

2. Strategic Context

During the first significant wave of the COVID-19 pandemic (March – June 2020) NHS Grampian had a recovery cell (which included other partners) which reported on three key areas of work:

- Health Impact
- Resetting & rebuilding
- Staff health & wellbeing

As at January 2021 we are in a sustained second wave of the pandemic with cases, which resulted in admission to hospital, rising from November 2020. The full impact of this second wave is currently unknown, but it is important to recognise that recovery will be from the cumulative effects of the first wave, this current wave and the intervening period.

3. Key Matters relevant to the recommendation**Overview**

A Steering Group (Chaired by the Director of Strategy / Deputy Chief Executive) has been established to lead the work for recovery and transformation. The findings and output from this work will be captured in the Remobilisation Plan. The work will seek broad engagement from staff for the immediate recovery phase and determine the mechanisms to engage staff, partners, communities and the population, over a longer period, to co-produce the critical aspects of the transformation approach. A key aspect for much of the transformation will be pathways of care which consider all of the health and care system in its entirety and the role of other agencies and our communities. This work will aim to build on two of the recommendations of the Board's "Short Life Working Group – Renewal" about developing a People Powered Health approach to our future and ensuring that this helps to reduce inequalities within our population.

Table 1 below provides a simple "3 x 3 matrix" to describe three timeframes, or phases, for this work (living with COVID, recovery and transformation) and three key dimensions (staff wellbeing, public confidence and service delivery).

Table 1. Three timeframes x three dimensions for this work – a simple principle within each cell.

	Staff Wellbeing	Public Confidence	Service Delivery
Living with COVID	We will ensure that our staff are safe whilst working during the pandemic and support them in maintaining their wellbeing.	We will inform our population of the changes for the delivery of health and care during the pandemic, the implication of these changes and we will engage our population to minimise harm during the pandemic.	We will remain 'open for businesses' for critical and protected services ensuring that delivery is safe.
Recovery	The recovery of our staff is the number one priority to ensure that, once we start to resume services, these can be maintained with a robust, recuperated and well recovered staff group.	We will develop, co-create and share, with our population, a clear plan which sets out the future of health and care in the Grampian region.	We will establish re-designed services which have developed during the pandemic to undertake activity which has been suspended / reduced, as well as exploring with the population alternatives to traditional treatment approaches.
Embedding Transformation	We will work with staff and partners to design and deliver a balanced work system which is sustainable and enables staff to thrive.	We will engage with our population to co-produce a health and care system which is fit for the longer-term future, enables people to take more responsibility for their own health and reduces the inequalities in the population.	We will transform our system, in partnership with our population, to create sustainable services

Priority order for recovery

Whilst huge numbers of our population have experienced changes to their healthcare delivery through the pandemic and the rapid recovery of services is extremely important for people, we believe that we need to “get our staff fit, well and recovered” as our first priority. If we do not pay attention to our staff then their ability to deliver service in the future will be continually disrupted. We believe that paying close attention to our staff and their recovery, in the early phases, will pay long term dividends to our overall productivity.

Included within our work with staff will be physical, mental and broader wellbeing issues. This will include the concept of addressing ‘moral injury’ where, as a result of the pandemic, our staff have been asked to undertake tasks and roles or make changes which do not fit with their moral code. Whilst it is critical that much of this is discussed and supported whilst ‘living with COVID’ it is anticipated that this will need further help and support as part of the recovery phase.

The recovery cell will give consideration to the pace at which we can resume activity and how we ensure staff are fully recovered from the demands of the pandemic before we initiate our next phase of work to reduce the backlog of activity which has accumulated.

Responsibilities for recovery

The cell will explore what service delivery we aim to recover, what (if anything) can be “put aside” and, crucially, alternatives for people to pursue when the speed at which the currently prescribed approach has a long time period.

The cell will develop an approach which sets out clearly what:

- we will do to recover backlogs
- we would like to do in partnership with communities and the population
- what we expect the public and communities to do as their part of the future

Communication & engagement

The cell will develop an approach to the communication and engagement with:

- our staff
- our partners
- our population
- our communities

The Board received a report in August 2020 entitled “Short Life Working Group – Renewal”. One of the key themes from this report, developing ‘People Powered Health’, will be a critical aspect of delivery from the engagement with our population and communities. The co-production for our approach to whole system pathways of care will be an essential aspect of the longer-term transformation work. Much of the work over the next few months will involve good communication with the public, whilst the engagement, co-production and population ownership, which are essential to a People Powered Health system, will develop and gather momentum over the following period.

New / additional focus following COVID-19

The recovery cell will seek to learn about potential areas that may need significant expansion as the pandemic subsides. For example:

- Whilst the level of mental illness should not rise across all diagnoses there is understanding that the level of poor wellbeing, low mood and depression has increased within the population. We need to be clear how we approach this now (living with COVID), how we develop appropriate tiered responses for the recovery phase and estimate how long the duration of this will be to determine if there is a requirement for longer term transformation.
- Children and the possible longer term outcomes from the pandemic period.
- Long COVID – the long lasting impacts, for some people, in terms of their rehabilitation to maximum independence and pre-disease state.
- During the first wave we halted a number of organisational HR issues (grievances, disciplinary procedures etc.). It will be very important that we create a new stability in our organisational approach and give appropriate priority for these important processes.

4. Risk Mitigation

The development of a plan for recovery and transformation (described within the Remobilisation Plan) will mitigate risks associated with our staff's wellbeing, public confidence with the delivery of health and care within the Grampian region and the resumption of services to meet the needs of the population.

5. Responsible Officer and contact for further information

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

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January 2021