Summary of NHS Grampian
Re-Mobilisation Plan

April 2021 to March 2022
Final Draft

Aberdeen City
Health & Social Care
Partnership
A caring partnership

Aberdeenshire
Health & Social Care
Partnership

HEALTH &
SOCIAL CARE
MORAY

NHS
Grampian

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If you have any questions or would like any further information, please contact the Public Involvement Team at **gram.involve@nhs.scot** or at **01224558098**.

This publication is also available in other formats and languages on request. Please call Equality and Diversity on 01224 551116 or 01224 552245 or email: gram.communications@nhs.scot

Ask for publication CGD 210058

Some terms used in this plan

Term	Meaning
Academic partners	Universities and colleges
Clinical need	How urgently a person's medical condition should be treated.
Co-creation	Where services work together with people who use these services (now or in the future) to better understand the challenges, share ideas and together create and develop solutions which improve and add value.
COVID-19	A contagious disease caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2).
Critical/protected services	Services which must not be stopped, even during a pandemic.
Digital technology	Email, video calls, online appointments, smartphones and apps.
Embedding	Ensuring a new way of working or a process becomes part of how we deliver care and services on a day to day basis.
Health and Social Care Partnerships (HSCPs)	The HSCPs were formed as part of the integration of services provided by Health Boards and Councils in Scotland. Each HSCP is jointly run by the NHS and Local Authority. There are three HSCPs in NHS Grampian area: Aberdeen City, Aberdeenshire and Moray. Each HSCP works towards a set of national health and wellbeing outcomes and are responsible for adult social care, adult primary health care, unscheduled adult hospital care and for some children's services.
Healthcare environment	Where health care and support is provided such as hospitals, health centres, clinics and care homes.
Integration Joint Boards (IJBs)	The IJBs are a separate legal entity, responsible for the strategic planning and commissioning of the wide range of health and social care services provided across the partnership area they are responsible for. They are responsible for ensuring that health and social care services are well integrated, that people receive the right care they need at the right time and in the right setting, with a focus on community-based, preventative care.
Inequalities	Where groups of people don't have the same chances in life as other groups because of status, gender, ethnicity etc.

Term	Meaning
Pandemic	Worldwide spread of an infection.
Pathways of care	The process a person follows when receiving care; describes what happens, when and who's involved.
Re-mobilisation	Re-starting services that were stopped during the pandemic.
Renewal	The restarting of services which have been interrupted, with a focus on improvement and redesign where appropriate.
Resilience	Being able to cope with and recover from a stress or hardship.
Surveillance services	Services which monitor the spread and rate of infection in our population.
Sustainable	Can be maintained at a level we need which is safe, effective and affordable.
Unscheduled services	Emergency and urgent care (such as care provided in Accident & Emergency departments).
Vulnerable	Someone may be easily harmed, physically or psychologically, for example, someone with a medical condition that means an infection could make them very ill.
Whole System	Refers to all the health and social care service providers across the Board area (NHS and non-NHS) working together to meet the needs of the population they serve. This includes all teams, organisations and key stakeholders.

What is this plan about?

This plan sets out how we will work with our staff, partner organisations and the public over the next 12 to18 months to:

- reduce risks and harm due to COVID-19

- improve access and sustainability of services

- improve the overall health of our population.

There are six areas that we will focus on. These are:

- continuing to **communicate as things change** and create **opportunities for you to be actively involved**

- continue to **minimise the spread of infection and impact of COVID-19** on our staff and the people in the north east 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-19

- Work together to **create services which are more sustainable** which meet the **needs of the population** and **reduce health inequalities.**

There are still several unknown factors at the time of writing this plan. For example:

- how long COVID-19 will be around

- will there be further significant waves of spread

- the effect of COVID-19 vaccination on future waves

- the effect of COVID-19 on communities i.e. those who have had COVID-19 and those staff working across health and care services

We will review and update our plan regularly to respond to new information, evidence and data. We will also involve our staff, partners, communities and the public and take account of their feedback.

When putting this plan into action, we will follow the NHSScotland route map to recovery from COVID-19.

What do we want health and care to look like in the future?

Health is everybody's business. Over the years, we have seen increasing demands and challenges on health and care services across our organisations. We have described these previously in our **Clinical Strategy** and in the **Aberdeen City**, **Aberdeenshire** and **Moray** Health and Social Care Strategies.

Our key focus, working with our staff, partners and the public is to:

> " support people to achieve and maintain good health which results in an increased healthy life expectancy for all. "

We will work together to:

- enable people to have more control of their own health and wellbeing

- support people to stay well in their own homes and communities, as far as possible

- ensure that people can access the right care, in the right place and at the right time from the most appropriate person, based on how urgent their needs are

- achieve the best possible outcomes across our system with the resources we have available.

Over the next year, we will work in partnership with our staff, partners and communities to develop a shared direction and priorities for how we support people in the North East to have the best possible health.

Diagram 1: Our shared outcomes

Population and wellbeing

- Positive experience of receiving and providing care
- Fair outcomes for all
- Effective care
- Sustainability
- Support to achieve and maintain good health
- Safe care
- Right time, right place
- Planned Care
- Death with Dignity

How has the COVID-19 pandemic affected the North East?

The COVID-19 pandemic has affected everyone in some way. This impact might be in your personal life, among your family and friends, in your work life or in your local community. The level of impact has been different for different people.

We also know that some individuals (health and social care staff and members of the public of all ages) have had negative impacts on their physical and mental health and wellbeing.

Evidence tells us that people who were most vulnerable before the pandemic, have been most negatively impacted.

It is also acknowledged that there has been a significant impact on children and young people resulting from measures taken largely to protect vulnerable and older adults from COVID-19. In particular, the disruption to their education, extracurricular activities, socially and on future career prospects.

Although COVID-19 has been very challenging, it has also created opportunities for positive change. We want to keep these changes as they have helped us progress some of our longer term aspirations shown on page 4.

We will continue to work with our population, staff, partners and those most negatively affected by COVID-19 to better understand the challenges and opportunities which will shape our priorities in the months and years ahead.

People most negatively affected

- Children and young people, particularly those who are vulnerable

- People living and working in care and residential homes

- People with disabilities

- Those who live alone

- People with a pre-existing mental health condition

- People with physical health conditions more vulnerable to COVID-19

- People who provide unpaid care for a relative or friend

- Black, Asian and ethnic minority communities

- Staff/volunteers working in health and social care services

- People who are financially vulnerable

What is our approach going forward?

As we don't yet know everything about COVID-19 and how it will continue to affect us, our approach and plan needs to be adaptable. We also recognise that services, staff and individuals will be affected differently and so the level of action and support will need to be different.

We are committed to working with our staff, partners and communities to better understand the changing needs and requirements to:

• continue to effectively respond to COVID-19
• support recovery from the impacts of COVID-19
• safely scale up (which we call "re-mobilisation") and transform services so they reduce waiting times and meet the future needs of the population

Diagram 2 shows our approach for the next 12 to 18 months. We believe this approach will support our aims for how we wish health and care services to be in the future. This is explained in later sections of this document.

**Diagram 2:** Our approach for the next 12 to 18 months

Our Approach

Key Areas of Focus	Responding to COVID-19	• Staff Health and Wellbeing • Test and Protect • Critical and Protected Services	• Vaccinations • Responding to COVID-19 Surge • Surge and Flow
	Recovery	• Staff recovery and recuperation - tailored for individuals/teams • Understanding impact of COVID-19 • Supporting community resilience	**WE CARE** ...because you care
	Re-Mobilisation and Renewal	• Whole system pathway approach • Embedding existing changes • Addressing backlog and inequalities gap	• Person-centred • Sustainability • Widely engaged population **healthfit** Healthcare fit for the future

| Timing | Present | Ongoing Engagement, Learning & Adaption | March 2023 |

| Our Foundations | Staff Health and Wellbeing | Equality and Public Confidence | Whole System |

| Our Communities | Public Protection | People Powered Health | Sustainable Communities |

Diagram 3: Partners across the health and care system

Home or homely setting in the community

586,000 residents in the North East
3 in 5 are unpaid carers

- NHS Grampian
- Local Resilience Partnership
- Aberdeen City IJB & HSCP
- NHS 24 & Other National Boards
- Aberdeenshire IJB & HSCP
- NHS Boards in the North & Scotland
- Moray IJB & HSCP
- Scottish Ambulance Service / ScotSTAR
- Aberdeen City, Aberdeenshire & Moray Local Authorities
- Universities and Colleges
- Care Inspectorate
- Third Sector Interface / Voluntary Organisations

IJB - Integration Joint Board
HSCP - Health and Social Care Partnership

We have worked with and listened to our partners across the health and care system when developing this approach and the key priorities in this plan. The plan reflects a shared commitment to learning from experiences during the early response to COVID-19.

We will keep working in partnership to develop and deliver together our response to further data, local and international learning, experiences of our staff and population, and changes in national guidance. We will also continue to engage and collaborate with clinical and non-clinical staff, advisory and partnership colleagues, and our partners in the North East and North of Scotland.

Diagram 3 illustrates the wide range of partners who work together to support the needs of the population.

Responding to COVID-19

It is important that we work together to continue to reduce the spread of COVID-19, protect people who are more vulnerable and deliver safe and responsive health and care to people when they need it.

We don't yet know how long we will need to live with COVID-19 but we expect we will need to do this for the next two years.

We, along with our partners will:
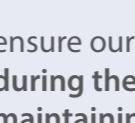
ensure our **staff are safe while working during the pandemic and support them in maintaining their wellbeing**
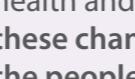
inform our population of the changes in health and care during the pandemic, **what these changes mean** for them and **work with the people of Grampian to minimise harm** during the pandemic.

remain **"open for business" for critical and protected services** ensuring that **delivery is safe.**

Key priorities are:

- roll out the COVID-19 vaccination programme following the national guidance
- continue with regular testing of agreed groups of staff and individuals to minimise spread in our health and care services
- continue to provide effective Test and Protect and surveillance services to help identify and contain any spread of COVID-19 as early as possible and respond to further waves of infection
- continue to provide access across health and care to options which support staff to maintain their health and wellbeing
- maintain safe and responsive delivery of essential health and care services for people who need urgent and emergency care for COVID-19 and non-COVID-19 conditions
- continue to support staff to ensure healthcare environments (including care homes) remain safe and continue to meet national guidance
- continue to work closely with partners to identify vulnerable individuals and work together to minimise risk and support their needs
- continue to monitor changes in data to help us know when to scale up our response to future potential waves of COVID-19 activity
- maintain regular communication with staff, the public and our partners on the local situation and what that may mean to them. Seek their experiences to inform improvements
- continue to learn about COVID-19 and contribute to COVID-19 research.

How will we know we are making a difference?

✔ Low levels of people with COVID-19.

✔ Vaccination uptake is above 80% in all vaccination groups.

✔ Low levels of hospitalisation and deaths due to COVID-19.

✔ People who require urgent or emergency services get these based on their needs.

✔ Reduced impact on vulnerable people.

✔ Staff, public and partners are aware of key changes and where possible are involved in these.

✔ Fewer outbreaks and rapid Test & Protect response.

✔ High uptake of wellbeing interventions to support self-isolation.

Supporting recovery from the impacts of COVID-19

As outlined on page 6, the impacts of COVID-19 have been far reaching. In addition to staff recovery, we clarify what we will do to tackle backlogs (people waiting for access to services paused during the pandemic), what we would like to do in partnership with communities and the population and what we expect the public and communities to do as their part of the future.

As we move out of the pandemic, we, along with our partners will work together to:
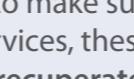
> ensure **recovery of our staff is the number one priority** to make sure that once we start to resume services, these can be **maintained with robust, recuperated and well recovered staff.**
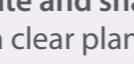
> **develop, create and share with our population**, a clear plan which sets out the **future of health and care** in Grampian.
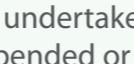
> **establish services, which have been re-designed and developed** during the pandemic, to undertake activity which has been suspended or reduced. Also **to explore with the population alternatives to traditional approaches to treatment.**

Key priorities are:

- Provide access to a range of options to support recuperation and recovery of staff/teams and maintain wellbeing

- Support delivery of mental health and psychology plans in response to increasing demand because of COVID-19

- Understand the impact of COVID-19 and the harms on the community, including indirect health and wider impacts

- To liaise with our partners to enhance how we work together to support community resilience, wellbeing and self-care/management

- Continue with our robust communication and engagement mechanisms to inform people about our improvements and shared outcomes.

How will we know we are making a difference?

✓ Staff / teams report improved health and wellbeing.

✓ Increase in preventative efforts for improved health with targeted support to address inequalities.

✓ Waiting times for critical services are lower/same level pre COVID-19.

✓ Services directly impacted by COVID-19 have seen demand stabilise/reduce (such as mental health).

✓ Improved waiting times for services generally, particularly those with very long waits

✓ Community confidence in local health system changes, including an increase in community engagement which shapes change.
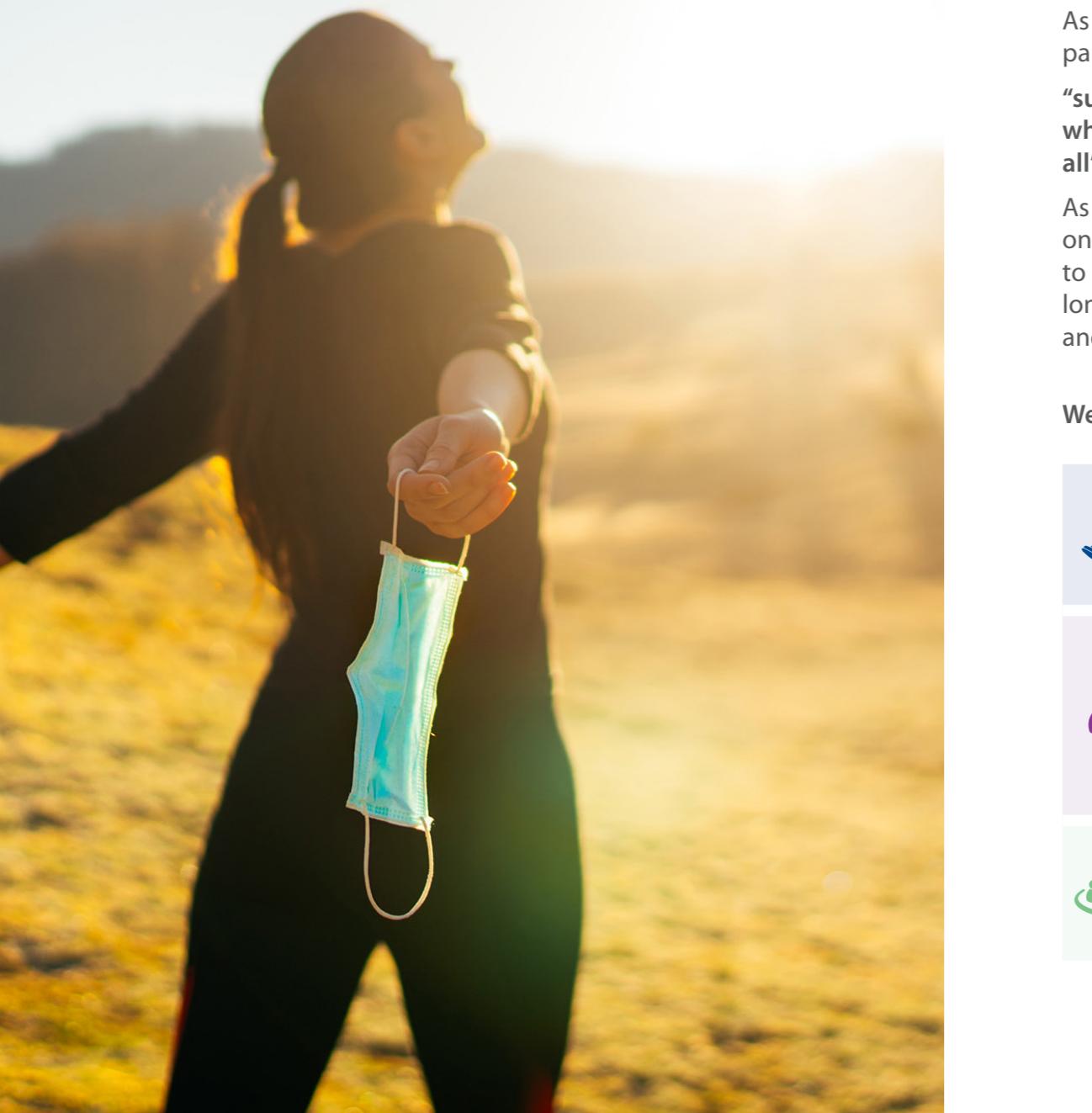
Restarting and Redesigning Services

As outlined on page 7, our key focus, working with our staff, partners and the public is to:

"support people to achieve and maintain good health which results in an increased healthy life expectancy for all".

As we build up the delivery of services, we will also focus on how we create and redesign services together. We want to have services that are more sustainable and better meet longer term needs to improve the health of the population and reduce inequalities.

We will:
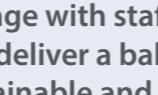
engage with staff and partners to design and deliver a balanced work system which is sustainable and allows staff to thrive.
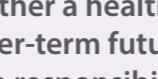
engage with our population to produce together a health and care system fit for the longer-term future, enabling people to take more responsibility for their own health and reducing the inequalities in the population.
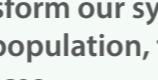
transform our system, in partnership with our population, to create sustainable services.

Key priorities are:

- Agree plan for restarting and building up services in a sustainable way. Where appropriate, we will also look at redesigning services. This process will be informed by clinical risk, waiting times, individual experience and what matters most to them and reducing harm in the most vulnerable populations

- Embed, maximise the use of, and further roll out digital technologies to enhance pathway redesign, reduce backlog and increase service sustainability

- Commence the redesign of pathways of care, spanning the whole health and care system, initially focussing on planned, unscheduled care, public health and family (maternity and children). Also, to undertake programmes of work which cut across different systems, such as Moray, digital and staff wellbeing

- Explore with our population, alternatives to the traditional approaches to treatment

- Develop our culture to support the co-creation and transformation we need

- Work with staff to change workforce models and put in place training programmes to support existing and new roles which will help the redesign of pathways of care

- Take forward innovation with industry and academic partners – testing new solutions, embedding solutions and empowering staff to innovate

- Increase our contribution to environmental sustainability.

How will we know we are making a difference?

✔ Demand for unscheduled services remains constant or reduced.

✔ Pathways of care redesigned are more effective and responsive to peoples' needs.

✔ Healthy life expectancy gap is reduced between those living in poverty and those not.

✔ Digital and technologies enhance experience and effectiveness of resources and are accessible to all.

✔ Sustainable and happy workforce.

✔ Culture supports greater collaboration and ongoing improvement and innovation.

✔ Reduction in our carbon footprint.

How do you help influence and play your role?

For us to achieve improved health for the population of the North East and North of Scotland, staff across the health and care system and the public and communities need to work together to:

- better understand the challenges and create opportunities and solutions to improve access to support and care

- understand those with the greatest needs and the best ways of supporting people when they need us

- ensure the resources we have are best used to make a difference to people's health outcomes

- understand the changes required and what this will mean for everyone. We encourage as many people as possible to come forward so we can work together to best meet the needs of you, your family and the population.

We are very grateful for any feedback we receive from members of the public and staff on this plan, which can be done by clicking on this link: **http://bit.ly/3s8f68I**

If you have any questions or would like to get involved in any of the work set out in this document, please contact the Public Involvement Team at gram.involve@nhs.scot or at 01224558098.

We would also ask for the public to please bear with us. We appreciate the patience people have had due to services being interrupted during COVID-19, but as this document is primarily setting out our plan and commitment to work with our communities to remobilise and redesign our services, the detail of which services we will focus on will form part of the communication we have going forwards.

Monitoring and communicating progress

The Systems Leadership Team (which includes those responsible for the delivery of care in NHS Grampian, the three Health and Social Care Partnerships along with other partners) will monitor and review progress monthly. Where there are areas which are not progressing as planned, these will be looked at in more detail to find out why and what support is needed.

We will issue public updates every quarter, with any additional communications as appropriate. We will also share our progress routinely as part of our regular staff communications.

We will communicate our progress and escalation of risks in line with the agreed protocol with the Scottish Government.

Other useful information

As a member of the public you can help us reduce the risk that COVID-19 presents to you, your family and your community by making sure you continue to follow the latest advice and following the basic steps – washing your hands often, social distancing, and wearing your face covering where you can't maintain distance and by getting vaccinated.

Healthier Scotland Scottish Government

NHS SCOTLAND

FACE COVERINGS

AVOID CROWDS

CLEAN HANDS

TWO METRES

SELF-ISOLATE

Book a test if you have symptoms.
Stopping the spread starts with all of us.

You can find more on our **COVID-19** page on the NHS Grampian website. If you are part of a business, voluntary or community group, make the most of our resources that help you to keep yourself, your employees, and members of the public safe. Signpost others to these resources too, and share them on social media where you can.

The plan also sets out how we will need your support during our period of recovery and re-mobilisation and the important role you can play in helping us make the changes to address the backlog of activity.

Your health and wellbeing and that of the most vulnerable parts of our community and patients of the highest clinical need will be our priority. If you are worried that you cannot get the help you need, please use our Know Who to Turn to guide available at:

NHS - Grampian (know-who-to-turn-to.com)

When you are ill or injured
KNOW WHO TO TURN TO...

NHS Grampian

Because of COVID -19 (coronavirus) getting help for a health concern is different. If you need help, remember your NHS is open and is there for you.

NHS Inform	• Latest information and guidance about coronavirus. • Advice about illnesses and conditions, including symptom checkers. • Find local services and opening times. For further information visit **www.nhsinform.scot**
PHARMACY	With social distancing measures in place your pharmacy team will: • Dispense your prescription. • Help if you run out of your regular repeat prescription. • Advise on medicines and advise, assess and provide treatment for a range of minor ailments on the NHS. • Provide services including emergency hormonal contraception and treatment for mild UTI symptoms in women aged 16 – 64.
GP	When you have an illness or injury that just won't go away, or you are worried about your health, call your GP Practice. Due to COVID, they don't want you to walk in, but will arrange the best way to understand what you need. Initial appointments are very likely to be a phone call or video call.
MENTAL HEALTH	When you need help with your psychological wellbeing or mental health visit **www.covid19.nhsgrampian.org/mental-health-support/** You will find a range of online support and an online referral form to access professional support if required. If you have difficulty accessing the service online, please call **01224 550200** (line is open 8am to 5pm, Monday to Friday). You can also call the NHS24 Helpline on **111** or Breathing Space on **0800 83 85 87**.

DENTIST	Routine dental care is not available at this time. If you have an URGENT dental need, within normal working hours, you should still contact your dental practice, who will provide telephone assessment, advice, prescription (if necessary) and reassurance. If you are not registered with a dental practice, contact the Dental Information & Advice Line (DIAL) on **0345 45 65 990**. Outside normal working hours, please contact NHS 24 on **111**.
OPTICIAN	For emergency eye care, (including sudden loss of vision, painful or red eyes or sudden flashes and floaters) please telephone your own Optometrist/Optician who will give you advice and if absolutely needed, arrange for you to be seen in an Emergency Eyecare Treatment Centre. Please note, all Optometry practices are currently closed but continue to monitor phone lines.
SEXUAL HEALTH	Sexual Health Services remain open for: Emergency and routine contraception, STI/BBV testing and treatment and HIV Pre- and Post-Exposure Prophylaxis in addition to abortion and HIV care. No walk-in patients. Please call **0345 337 9900** for an appointment. Condoms are available by post please contact **free.condoms@nhs.net**
NHS 24	General information about coronavirus when you are well **0800 028 2816**. Advice about coronavirus symptoms – NHS 24's **111** service has dedicated COVID-19 support. Other health concerns – consult GP during the day but when your GP and pharmacy are closed and you are too ill to wait call NHS 24 on **111**.
EMERGENCY DEPARTMENT OR 999	The Emergency Department is for: • Severe injury. • Breathing difficulties. • Severe bleeding. • Suspected heart attack or stroke.