

Recovery and Renewal Planning Update

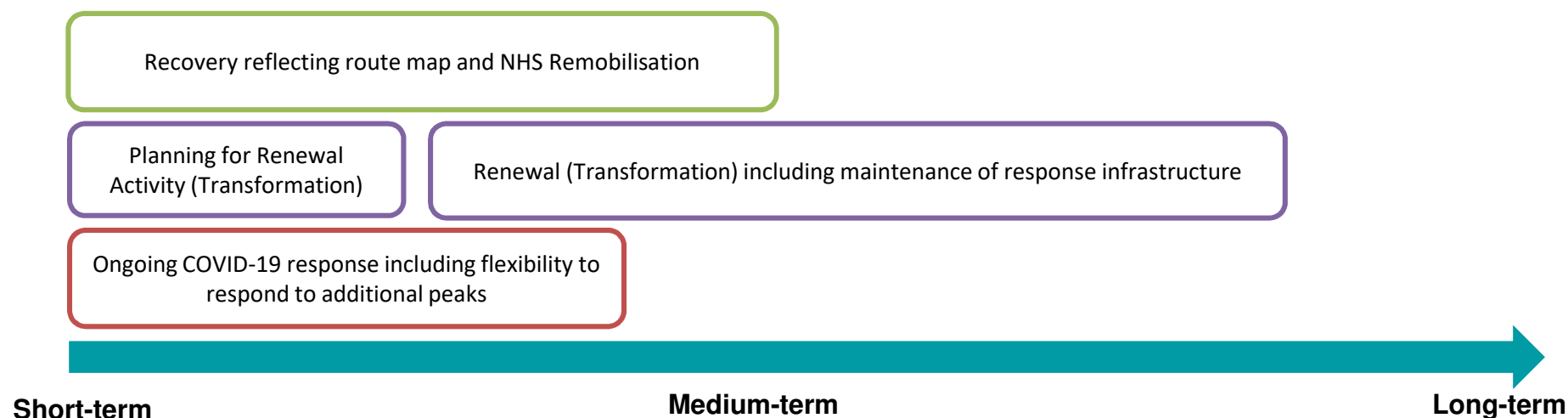
Renfrewshire Integration Joint Board (IJB)

Friday, 31 July 2020

Segmenting Recovery and Renewal Activity

Initial thinking across the health and care system has identified an opportunity to build on the successes of the COVID-19 response to implement both recovery and renewal plans in tandem. Whilst this is understandable, it raises the risk of the purposes of short-term 'recovery' activity being conflated with medium-term transformation or 'renewal' activity and overloading available resources.

The HSCP has developed a segmented approach to reflect these risks:



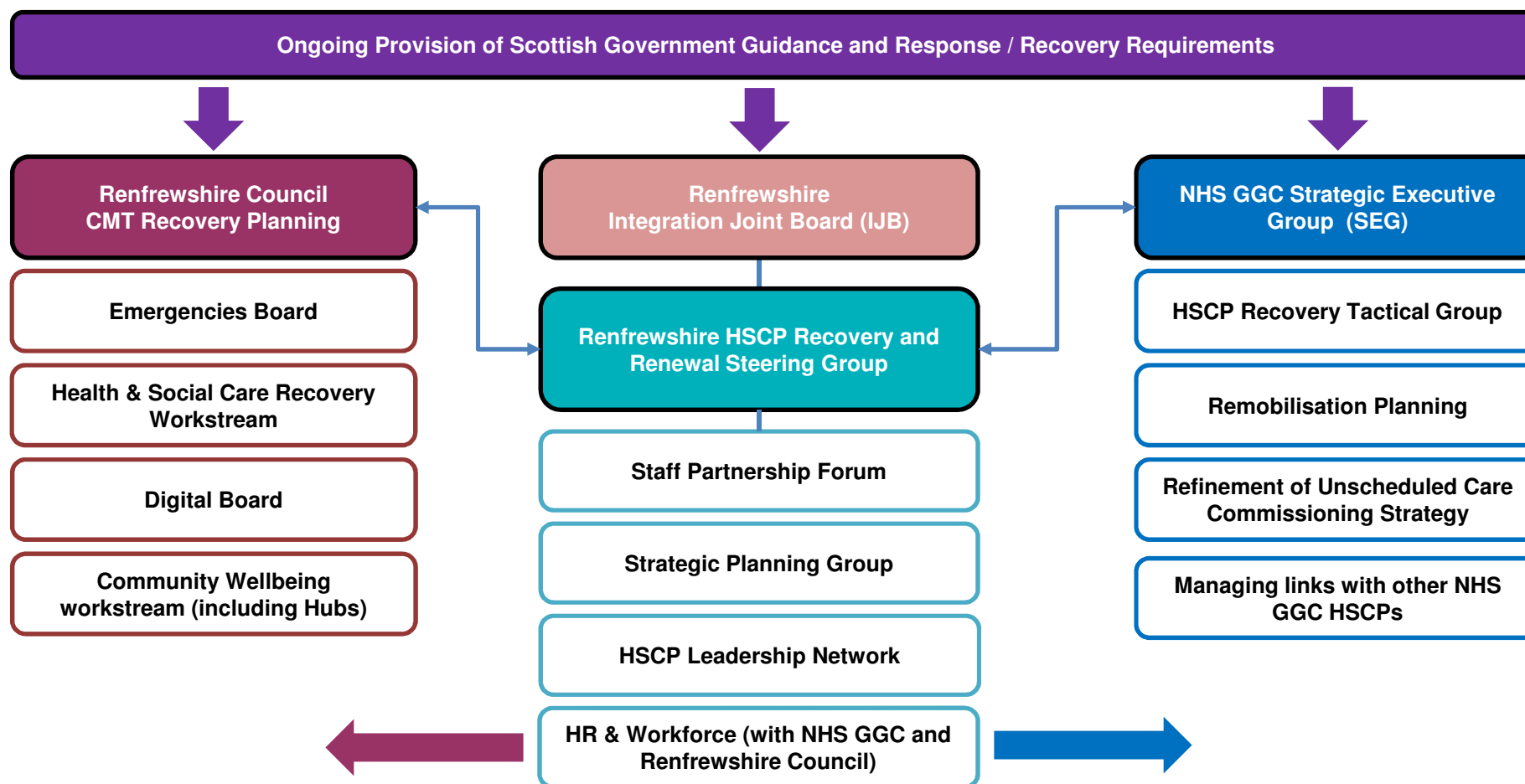
This staged approach reflects the range of uncertainties and challenges which remain and will enable the HSCP to stabilise service provision through recovery. These include:

- Organisational capacity to deliver
- Planned leave over the summer period and a tired workforce
- Continued delivery of COVID-19 services
- Financial uncertainty
- Risk of additional outbreaks
- Winter planning requirements

Recovery: Initial focus on managing linkages

The approach to recovery remains a highly fluid situation, and is being undertaken alongside the ongoing COVID-19 response. This includes those challenges and uncertainties highlighted on the previous slide.

Within this context and alongside development of recovery plans, the HSCP Recovery and Renewal Steering Group is focused on determining robust recovery and renewal processes and aligning these with our partner organisations prior to defining and implementing a formal programme structure and approach. These linkages include:



Recovery: Informed by Reflections on COVID-19 Response

In addition to the complexity of relationships and linkages which the HSCP's Recovery and Renewal planning will seek to manage, the partnership has continued to work with partners to understand and reflect on experiences through the COVID-19 response to date.

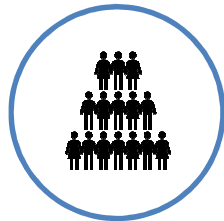


- Scottish Government Delayed Discharges Lessons Learned
- Reflective survey on COVID-19 insights via the Leadership Network
- The identification of lessons learned through recovery plans
- Communications survey and feedback
- Renfrewshire Council CMT Lessons Learned exercise
- Ongoing discussions through NHS GGC and Renfrewshire Council recovery structures on alignment of recovery activity
- Ongoing discussions on process and approach with other HSCPs within GGC
- SMT assessment of Recovery and Renewal processes and approach
- Continued review of changes in COVID-19 infection levels and likelihood of additional peaks

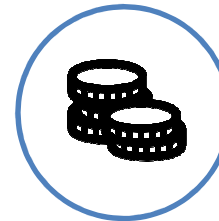
The reflections and insight from this engagement is informing the development of the HSCP's recovery and renewal approach, and will inform a lessons learned development session with the IJB in August

Identifying Core Enablers for COVID-19 Recovery and Renewal

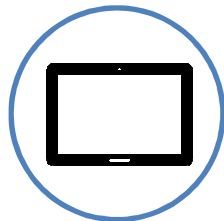
Recovery planning – and longer-term renewal – will be supported by the HSCP's focus on a range of cross-cutting enablers. The HSCP is currently considering our approach to resourcing the workforce and digital and data strands.



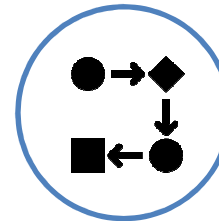
Workforce and Organisational Development will focus on incorporating COVID-19 changes and developing workforce plans to meet future demands



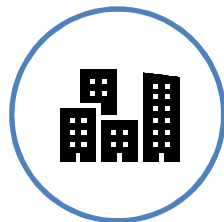
Finance and Procurement will guide planning, promoting financial sustainability and alignment with savings requirements



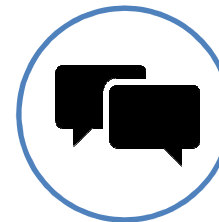
Digital and Data will be central to future delivery models, building on the successes in the COVID-19 response



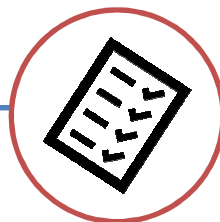
Existing **Clinical and Care Governance** frameworks will be followed to ensure plans and proposals are safe and effective



Property and FM will be crucial in identifying how property can be used and maintained with physical distancing in place – linking to long-term needs



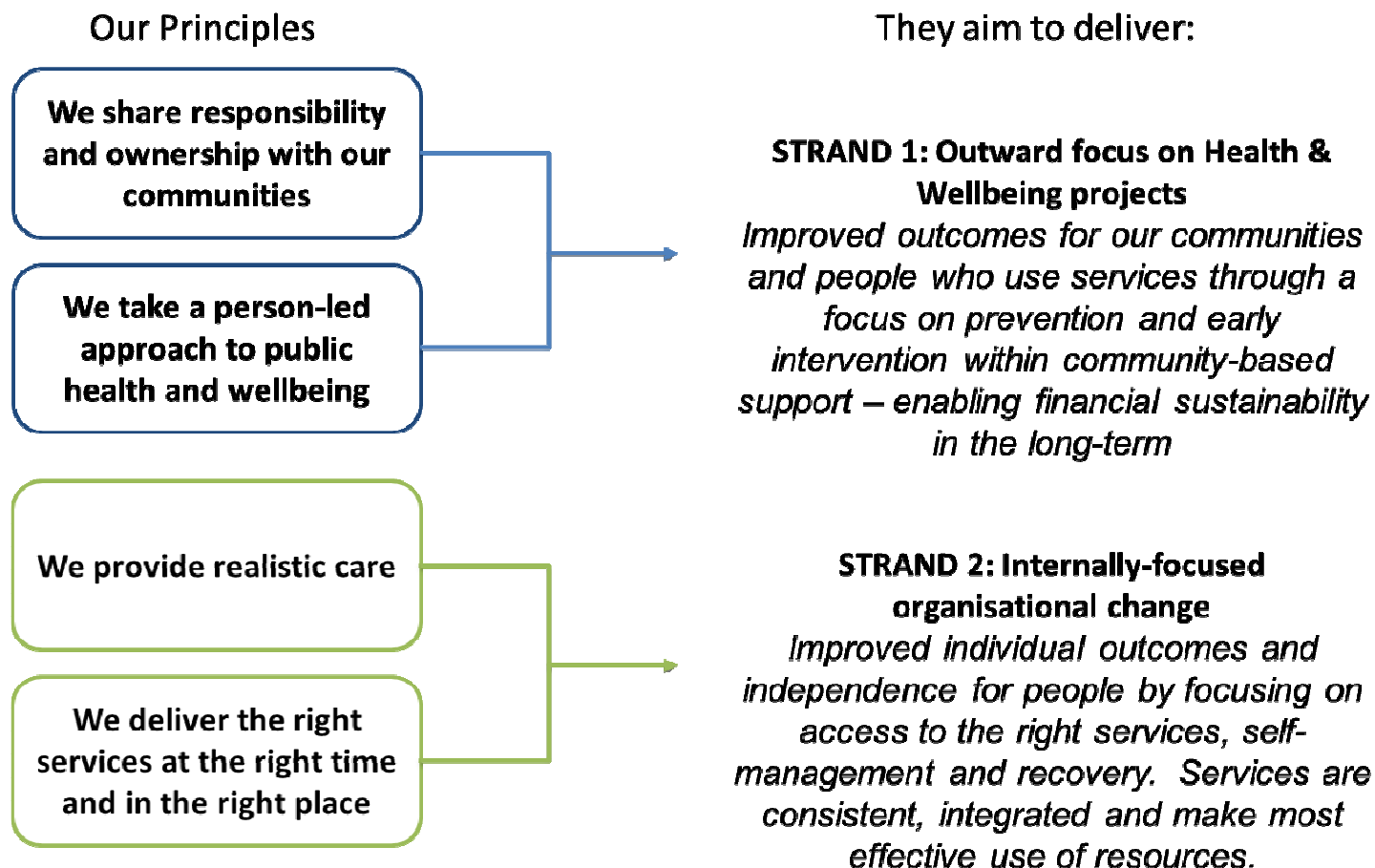
Communications will be pivotal, with a clear and consistent recovery narrative developed with flexible comms responding to emerging circumstances



Programme Management and PMO will support delivery of all activity, monitoring progress and tracking emerging benefits



A Reminder of the Guiding Principles and Strands of Activity



Health & Wellbeing discussions with the SPG: Strand 1 activity

The SPG met as a full group for the first time post-COVID to discuss priority areas of action identified in February 2020:



Loneliness and social isolation



Health inequalities



Lower-level mental health and wellbeing



Early years and vulnerable families



Housing as a health issue



Healthy and active living

The group agreed that these priorities remain valid, noting the need to focus on:

- Child poverty and bereavement support as a result of COVID-19
- Carers, those shielding and those impacted by COVID-19 unemployment as priority groups

The next meeting of the SPG will take place on 12 August 2020, and will focus on priority activity that can be influenced and taken forward by SPG partners, noting capacity constraints and the need to prioritise and phase resources for greatest impact.

Next Steps

The HSCP will continue to develop our recovery and renewal planning approach through the SMT and ongoing engagement with partners. Regular operational service updates will continue to be brought to the IJB. In addition, the key next steps are:

- Undertake a COVID-19 lessons learned development session with the IJB;
- Develop recommendations on recovery and renewal governance, aligning with partner recovery structures, to bring to the IJB meeting in October;
- Progress the agreement of priorities and supporting action plan with the SPG under 'Strand 1';
- Finalise Strand 2 scope and programmes under 'renewal';
- Review the approach and capacity requirements for delivering the cross-cutting enablers; and
- Develop plans for involvement of the Leadership Network in the development of recovery and renewal plans and to inform the pace of change possible, reflecting capacity and the impact of the COVID-19 response.