

REPORT TO THE TRUST BOARD (PRIVATE)

TITLE	Phase 3 Post COVID-19 Recovery – Trust Submission
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DATE OF MEETING	30 November 2020
PRESENTED FOR	Information

PURPOSE OF THE REPORT

The purpose of this report is to update the board with regards to the Trust position against its post COVID-19 recovery plan.

EXECUTIVE SUMMARY

This paper provides a summary for the board on the progress against the Trust’s post-COVID-19 recovery plan.

COMMITTEES/SUBGROUP WHERE THIS ITEM HAS BEEN CONSIDERED

Transformation and Service Improvement Board and Operational Management Groups, People’s Committee, System Recovery Oversight Group

RECOMMENDATIONS

1. The Board is asked to note the paper.



STRATEGIC GOALS THIS REPORT SUPPORTS *(Check all that apply)*

Delivering outstanding care and experience	x
Recruiting, developing and retaining our workforce	x
Improving and developing our services and infrastructure	x
Working together with local health and social care providers	x
Delivering financial sustainability	x

OTHER IMPLICATIONS OF THE PAPER

Legal/ Regulatory Relevance:	CQC Fundamental Standards: Person-centred care (Regulation 9) CQC Fundamental Standards: Safe care and treatment (Regulation 12)
NHS Constitution Delivery	This report can be released under the Freedom of information Act 2000
Freedom of Information Release	This report can be released under the Freedom of information Act 2000

Equality and Diversity Implications *(Check all that apply)*

Age	Gender	Ethnicity	Disability	Pregnancy/ Maternity	Marriage/ Civil Partnership	Religion/ Belief	Sexual Orientation	Gender Reassignment
x	x	x	x	x	x	x	x	x

The Trust submitted an activity plan for phase 3 post-COVID-19 recovery on the 5 October 2020. The submission was underpinned by a detailed recovery action plan submitted on 22 October 2020.

The Trust continues to improve its delivery against the plan with strong performance in imaging modalities and an improving position on day cases, however, inpatient electives, endoscopy and outpatient remain behind plan. Elective day case activity is over performing against local plans and performing well towards the national expectation of 90%.

In recent weeks there have been significant pressures due to emergency activity and with increasing COVID-19 admissions further pressure has been put on services especially elective care. There are also space constraints due to COVID-19 related infection prevention and control policies that impact on recovery of activity.

The main focus of phase 3 recovery is on the restoration of services to 'new normal' as the following:

- Prepare for winter
- Endoscopy to normal levels
- Fully restore cancer services including screening
- MRI/CT to be 100% of last year's activity by Oct. 20
- Outpatients - to be 100% of last year's activity by Sept 20 (including 25% virtual)
- Elective to be 90% of last year's activity by Oct. 20

The trust plan is summarised in the table below:

	Aug (Actual)	Sep	Oct	Nov	Dec	Jan	Feb	Mar
OP First	66%	75%	80%	86%	84%	84%	86%	86%
OP FU	74%	75%	81%	86%	84%	84%	87%	87%
OP Total	71%	75%	81%	86%	84%	84%	86%	86%
Elective Inpatients	50%	62%	104%	124%	85%	89%	115%	165%
Elective Day Case	62%	57%	67%	67%	70%	71%	79%	91%
Endoscopy*	61%	90%	108%	123%	139%	98%	96%	91%
CT Imaging*	96%	94%	117%	118%	96%	95%	120%	123%
MRI Imaging*	98%	91%	106%	114%	102%	94%	121%	108%

The delivery of this activity plan will be supported by the workforce plan. The lessons learned from COVID-19 in terms of workforce will underpin the plan. The ensuing NWA People Plan is in development; many of the requirements are already in place or in the progress from the national action plan. The activity plan will see the trust appoint staff through a variety of recruitment initiatives:

- Encouraging staff on the bank and agency to take up substantive posts
- Recruitment open days in October, November, January and February
- Offering contracts with flexible working patterns
- Overseas recruitment
- Offering additional hours to part-time staff up to full time hours
- Lessons learnt from wave 1 of the pandemic

Significant work is underway at regional level to address health inequalities with the North Alliance focusing on demand management and keeping patients healthy and out of hospitals.

The phase 3 recovery plan does not factor in a second wave of COVID -19 pandemic. This is in line with the national guidance for phase 3 recovery.