

# NHS Intensive Support Team

## Information Sheet (I-01)

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### RECOVERY PLANNING

#### Overview

Following the failure of many organisations against the admitted, non-admitted and/or incomplete standards, providers have been required to submit local recovery plans.

A good plan must start with an understanding of why the organisation finds itself in a failing position.

#### Is capacity and demand in balance?

This relates to a detailed understanding of the following questions;

- Is capacity and demand in balance in all specialties (and at sub specialties)?

#### Where is the shortfall?

Provide a clear and accurate picture of capacity, demand, activity and related ROTT for appropriate elements of the pathway. Highlight the 'gaps' for a steady state position.

- Are the pathways deliverable in 18 weeks?

#### Key Pathway Milestones

Do you have an understanding of the key pathway milestones for each sub specialty and whether the pathway fundamentally can be delivered in a maximum of 18 weeks? In simple terms this should set out what should happen to the patient and in what order.

#### Sustainable Waiting List Size

Are the waiting lists a manageable size? Calculate the appropriate size of waiting list that can be held at each key pathway milestone in order to deliver, i.e. if a provider wishes all surgical patients to have a 1<sup>st</sup> out patient appointment by week 6, what is the maximum size of list that could be held in order for that to be delivered for both urgent and routine patients.

This gives a clear indication of the size of backlog that will need to reduce in order to get to a sustainable position.

#### Supplementary Issues

Supplementary issues for non-delivery include data quality issues and operational management and understanding.

#### Recovery Plan Content

Once the provider has an understanding of why the standard is not being achieved and the scale of the issues, the plan should include the following components in detail;

- Governance, leadership and assurance
- Data Quality
- Eliminating lengthy waits
- Sustainable improvement- aligning capacity and demand, access policy and standard operating procedures update and training
- Managing clinical risk
- Performance management
- Communications
- Risks and mitigations

The plan needs to provide the appropriate level of detail that explains how the problems will be addressed with realistic timelines attached.

The plan should relate to a trajectory which defines numerically how the problem will be recovered, and reviewed on a weekly basis.