



ANGUS HEALTH AND SOCIAL CARE
INTEGRATION JOINT BOARD – 24 OCTOBER 2018
WINTER PLAN 2018/19
REPORT BY VICKY IRONS, CHIEF OFFICER

ABSTRACT

The purpose of this report is to present to Angus Integration Joint Board the Winter Planning arrangements for NHS Tayside and Health & Social Care Partnerships for 2018/19. This is an integrated plan and work has been ongoing to ensure the Health & Social Care Partnerships and Acute Services are developing cohesive plans for winter.

1. RECOMMENDATIONS

It is recommended that the Integration Joint Board:-

- (i) approve and endorse the Winter Plan (NHS Tayside and Partner Organisations 2018/19) for submission to the Scottish Government
- (ii) note the Angus Hospital Admission & Discharge Management Plan that underpins the Winter Plan

2. BACKGROUND

The Winter Plan 2018/19 (Appendix A) describes the collaborative approach to planning for winter by NHS Tayside and the Health & Social Care Partnerships of Angus, Dundee and Perth & Kinross. The plan informs our local Unscheduled Care Action Plan, underpinned by the Six Essential Actions for Unscheduled Care and is aligned to NHS Tayside's Three Year Quality Improvement Programme Transforming Tayside.

The Winter Plan has been written taking full account of the Scottish Government's winter planning correspondence 'Preparing for Winter 2018/19' and Supplementary Checklist of Winter Procedures. The aim is to assure the Health & Social Care Partnerships, NHS Tayside Board, the Scottish Government and the population of Tayside that plans and systems are in place to support the early interventions and action at points of pressure and to minimise the potential disruption of services, people who use services and their carers.

The Winter Plan focuses on maintaining 'business as usual' through periods where we may have reduced services such as public holidays and to respond to increased seasonal illness such as flu and adverse weather.

3. CURRENT POSITION

The Winter Plan focuses on four key areas to ensure early prevention and response to minimise potential disruption to services and ensure that we continue to provide safe and effective care of our population. Based on learning from previous years the approach of Prevent, Inform, Respond (business as usual at increased capacity) and Communicate will address the key areas and is strengthened by resilience planning and business continuity arrangements to provide to NHS Tayside Board, Health & Social Care Partnerships, Scottish Government and our population for the winter period November 2018 – March 2019.

The scope of the plan is whole system with a focus on the following key areas in line with the Scottish Government's 'Preparing for Winter' (2018/19) guidance:

- Resilience
- Unscheduled/ Elective care
- Out Of Hours
- Norovirus
- Seasonal 'flu
- Respiratory Pathway
- Key partners/ Services
- Mental Health.

A separate plan is in place for broader aspects of Unscheduled Care which is overseen by NHS Tayside Unscheduled Care Programme Board and appointed clinical leads. The National Unscheduled Care Programme uses the Six Essential Actions for Improving Unscheduled Care to inform its approach. The Six Essential Actions are:

- Clinically focussed and empowered hospital management
- Hospital capacity and patient flow (emergency and elective) realignment
- Patient rather than bed management
- Medical and surgical processes arranged to improve patient flow through the unscheduled care pathway
- Seven day services appropriately targeted to reduce variation in weekend and out of hours working
- Ensuring patients are optimally care for in their own homes or a homely setting

4. PROPOSALS

The focus on improved resilience over the festive period, taking account of learning from previous winters and recommendations within the Scottish Government's Improving Health and Social Care Service Resilience over Public Holidays Review Report (December 2017) will ensure arrangements are in place to mitigate disruption to critical services. The plan will be underpinned by full business as usual continuity arrangements and daily management of safety, capacity and flow through the NHS Tayside Safety and Flow Triggers and Escalation Framework with senior clinical and management leadership and multi-professional input to the safety and flow huddle infrastructure 7 days per week.

This plan supports the NHS Three Year Transforming Tayside Plan and the Strategic Improvement Plans of the Health & Social Care Partnerships. Specific to this winter plan are the following standards:

- Earlier in the Day Discharges – Hour of Discharge (inpatient wards)
- Weekend Discharge Rates – Day of Discharge weekday v's weekend discharges
- 4 hours from arrival to admission, discharge or transfer for A&E treatment (95% with stretch 98%)
- Zero delayed discharges following 72 hours of being ready for discharge
- Early initiation of flu vaccination programme to capture critical mass of staff with a target of 50% of staff vaccinated
- Site surge plans with an acute frailty unit being introduced to optimise care
- Use of information and intelligence from Primary Care, OOH Services and NHS 24 to predict secondary care demand
- Standardised approach to departmental action plans
- Using whole system triggers and escalation with clear and timely communication
- Maintain performance against the 12 week treatment time guarantee (TTG)
- Maintain achievement of waiting times standards for patients with a newly diagnosed primary cancer:
 - 31-day target from decision to treat until first treatment, regardless of the route of referral.
 - 62-day target from urgent referral with suspicion of cancer, including referrals from national cancer screening programmes, until first treatment.

The new NHS Tayside medical model is an 'Assess to Admit' model and has at its core the principal tenet of Realistic Medicine that patients wish to be cared for in their own homes. Several strands across the whole Health and Social Care community mean that improved communication with voluntary sector support, enhanced personal care services, social care, community nurses, therapists and doctors see that hospital admission is not inevitable. Professional to other professional communication can share decision making and discharge home from an assessment area to complete investigation and treatment has become the norm.

The key areas highlighted in Appendix A as part of the system wide Winter Planning in the Angus Health & Social Care Partnership are included in section 4.3. These are incorporated in the Angus Health & Social Care Partnership Hospital Admission & Discharge Management Plan (Appendix B).

This Winter Plan will also be supported by a suite of measures across the system and in accordance and guidance will have a particular focus on the use of data forecasting to enable informed decision-making to respond to variations in the system. This will be supported by a weekly look back to encourage system learning and continuous improvement.

5. FINANCIAL IMPLICATIONS

The Scottish Government has committed resource to all territorial Health Boards in support of preparing for Winter 2018/19. The Financial Implications are considered and agreed at the NHS Tayside Unscheduled Care Board and Winter Planning Sub-Group. The process will carefully consider where additional resources are required to meet locally identified risks that might impact on service delivery.

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**List of Appendices: Appendix A – Winter Plan (NHS Tayside and Partner Organisations 2018/19)
 Appendix B - Hospital Admission & Discharge Management Plan**