



# Winter Plan

**NHS Tayside and Partner Organisations**

**NHS Tayside Unscheduled Care Board**

**2018/19**

## Contents

<b>Executive Leads for Winter .....</b>	<b>5</b>
<b>Executive Summary .....</b>	<b>6</b>
<b>1. Introduction .....</b>	<b>8</b>
1.1 Aim .....	8
1.2 Rationale and Planning Assumptions .....	8
1.3 Approach.....	8
1.4 Finance .....	9
1.5 Approval of Plan .....	9
1.6 Governance Arrangements.....	10
<b>2. Key Drivers and Changes from Previous Winters .....</b>	<b>11</b>
2.1 Striving To Deliver High Quality, Safe, Person-Centred Care .....	11
2.2 Lessons Learned from Winter 2017/18 .....	12
<b>3. Winter Plan 2018/19 .....</b>	<b>13</b>
3.1 Resilience Preparedness.....	13
3.1.2 Adverse Weather.....	13
3.1.3 Scottish Ambulance Service (SAS) Resilience Planning.....	14
3.1.4 System Wide Escalation Framework .....	15
3.1.5 Pressure Period Hospital Site Huddle Framework .....	15
3.1.6 Winter Planning Activity/Departmental / Sector Winter Action Cards .....	16
3.1.7. Safety and Flow - Using and Applying Information and Intelligence to Planning ....	17
Summary of Key Actions for Resilience .....	18
<b>4. Unscheduled and Elective Care Preparedness.....</b>	<b>18</b>
4.1 Emergency Department (ED) - Winter Preparedness .....	19
4.2 System Wide Planning.....	19
4.3 Angus Health and Social Care Partnership.....	20
4.4 Dundee Health and Social Care Partnership .....	21
4.5 Perth & Kinross Health and Social Care Partnership .....	22
4.6 Fife Health and Social Care Partnership.....	22

Summary of Key Actions for Unscheduled and Elective Care Preparedness .....	23
<b>5. Out of Hours Preparedness.....</b>	<b>23</b>
5.1 Out of Hours Services.....	23
Summary of Key Actions for Out of Hours Preparedness .....	24
<b>6. Infection Prevention and Control.....</b>	<b>24</b>
6.1 Norovirus.....	24
6.2 Norovirus Training and Communications .....	25
6.3 Norovirus Planning and Control.....	25
6.4 PPE Procurement (Flu and Norovirus).....	26
6.5 Seasonal Flu .....	26
Flu Vaccination Programme .....	26
Flu Communication Campaign .....	26
Near Patient Testing for Flu.....	26
Care Home Flu Management and High Risk Groups .....	27
Summary of Key Actions for Infection Prevention and Control.....	27
<b>7. Respiratory Pathway.....</b>	<b>27</b>
Summary of Key Actions for Respiratory Pathway.....	28
<b>8. Mental Health.....</b>	<b>28</b>
Summary of Key Actions for Mental Health .....	29
<b>8. Communication Strategy.....</b>	<b>29</b>
Appendix 1 Medicine - Bed Occupancy and Boarding .....	30
Appendix 2 Winter Preparedness Funding .....	32
Appendix 3 Reporting Structure.....	33
Appendix 4 Winter Plan Driver Diagram .....	34
Appendix 5 .....	35
Ninewells Hospital	Perth
Royal Infirmary.....	35
Appendix 5a .....	36
Appendix 6 Safety and Flow Huddle.....	37

Appendix 6 Safety and Flow Huddle .....	38
Appendix 7 Winter Action Card Template .....	39
Appendix 8 .....	40
Perth & Kinross Health and Social Care Partnership Draft Winter Plan .....	40

## **Executive Leads for Winter**

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## Executive Summary

NHS Tayside, Health and its Partner Organisations have taken a collaborative approach for winter planning in 2018/19 through the Tayside Unscheduled Care Board.

NHS Tayside Unscheduled Care Board was formed in 2016 to ensure a whole system approach to the management of unscheduled care including preparedness for surge in activity. The Unscheduled Care Programme Board has responsibility for supporting and facilitating the implementation of the National Unscheduled Care – 6 Essential Actions Improvement Programme across NHS Tayside and the 3 Health and Social Care Partnerships, with the aim to improve patient safety, flow and sustainable performance in unscheduled care.

The winter plan has been developed in collaboration with key partner organisations as well as being part of the local Unscheduled Care Action Plan. It is underpinned by the Six Essential Actions taking full account of the Scottish Government's winter planning correspondence, 'Preparing for Winter' 2018/19 and Supplementary Checklist of Winter Preparedness.

This year we are determined to learn from previous winter challenges and to proactively fund initiatives that will maintain our key services over public holidays and periods of increased illness as well as to try and prevent illness and admissions. NHS Tayside is undergoing transformation and much of this work is integrated into our winter plan.

The winter plan has been developed based upon the key areas highlighted in the 'Preparing for Winter' Guidance (2018/19) 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. Our plan is strengthened by resilience planning and business continuity arrangements to provide to NHS Tayside Board, Scottish Government and our population for winter period November 2018 – March 2019.

In response to the needs of our frail, elderly population and patients with chronic conditions affected by winter, a whole system Health and Social Care approach to develop an integrated plan was essential. The Tayside and Fife Health and Social Care Partnerships and the Scottish Ambulance Service (SAS) have been involved to develop the plan to ensure timely access to the right care in the right setting. Third sector involvement is through the Health and Social Care Partnerships.

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 multiprofessional input to the safety and flow huddle infrastructure 7 days per week.

This Winter Plan will be supported by a suite of measures across the system. This will include the use of the 'SafeCare' System which provides information in relation to Staffing capacity within each ward as well as System Watch providing predictive data to inform decision support for the Safety and Flow Triggers and Escalation Framework. This will be further supported by weekly look back to encourage system learning and continuous improvement.

Particular mention must be made of the effect of the new NHS Tayside medical model: This 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 enhanced 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. This has seen our bed occupancy remain at an optimal level and the reduction in boarding has improved patient experience. This data is illustrated in Appendix 1.

# 1.Introduction

## 1.1 Aim

The Winter Plan aim is to demonstrate clear engagement and alignment between Health and Social Care Partnerships for winter planning across Tayside. Setting key Partnership actions and planning processes to effectively manage the potential challenges associated with the winter period for 2018/19 and delivering against the national and local targets and standards for Health and Social Care.

This is to ensure that Tayside is as prepared as possible for the coming winter period in order to minimise any potential disruption to services or diminished experience for patients and carers.

## 1.2 Rationale and Planning Assumptions

This Winter Plan has been informed by external and internal sources, involving planning, discussions and feedback, learning from previous experience, assessing winter risk and agreeing shared approaches going forward for winter 2018/19. These sources include;

- 6 Essential Actions, Unscheduled Care Programme
- Tayside Winter Planning Group
- Tayside Winter Pressure Response Group Report February 2018
- Tayside Local Resilience Partnership: Debrief of Adverse Weather & Winter Response Plan 2018
- NHS Scotland Directorate for Health Performance and Delivery; Preparing for Winter 2018/19
- NHS Scotland Directorate for Health Performance and Delivery; Winter Preparedness: Self Assessment Guidance
- Partners', sectors' and services' winter plans and surge plans
- NHS Tayside local Review of Winter 2017/18 Workshop (March 2018)

Review and local feedback has informed that the winter period November to March creates a number of challenges for all partners delivering health and social care services. The main challenges are reflected by the key headings of the 'Supplementary Checklist of Winter Preparedness' (2018/19) detailed below in the approach taken to deliver the winter plan aims:

## 1.3 Approach

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

- Resilience
- Unscheduled/ Elective care
- OOH
- Norovirus
- Seasonal Influenza/ Influenza-like illness
- Respiratory Pathway
- Key partners/ Services



- Mental Health. This has been added as a priority by our board.

The plan will be delivered, underpinned with the following approach:

- **Prevent** Illness in our population and staff
- **Inform** when we see increased pressure
- **Respond**
  - Business as usual at increased capacity including enhanced holiday working
- **Communicate**
  - Identify pressure and the action needed to maintain Business as Usual

## 1.4 Finance

Winter income sources breakdown from 2017/18 have been reviewed to establish what spending offered value for money. The Tayside Unscheduled Care Board provides the governance and oversight required around the allocation of winter planning funding for 2018/19.

The aim for 2018/19 is to proactively fund work that will aim to maintain “business as usual”. This will include periods where we may have reduced services such as public holidays and to respond to increased seasonal illness such as flu and adverse weather.

Preparing for Winter Funding as well as the Unscheduled Care Programme 6EA funding, will be allocated across the 8 target areas detailed throughout the Tayside Winter Plan 2018/19. In accordance with national ‘Preparing for Winter’ (2018/19) guidance, planning and through the continuous improvement work of the Unscheduled Care Programme, Funding will also be specifically targeted to deliver across the following areas:

- Increased weekend discharge rates
- Earlier in the day discharges
- Adequate festive staffing cover, across acute primary and social care settings, to ensure that discharges can be maintained at required rates

Related key areas to Tayside are indicated to be:

- Increased social care funding in Angus to reduce delayed discharges.
- Increased bed numbers in Tay Ward, Perth Royal Infirmary for Perth and same day discharge, social support
- Acute Frailty beds in Ninewells to boost and target capacity.
- Near patient testing for Flu prevent unnecessary admissions for Influenza like illnesses.

Appendix 2 provides detail of the indicative funding allocation to services.

## 1.5 Approval of Plan

The process and timeline for preparation, review and approval of this plan allows for the following groups to discuss it as demonstrated in the table below:

Table 1.

Date	Format	Committee / Board
17 <sup>th</sup> August	First Draft	Senior Operational Leadership Meeting

17 <sup>th</sup> September	First Draft	Executive Leadership Team Meeting
26 <sup>th</sup> September	First Draft	Winter Planning Group
27 <sup>th</sup> September	First Draft	Tayside Board Development Day
27 <sup>th</sup> September	First Draft	Unscheduled Care Programme Board
25 <sup>th</sup> October	Final Approval	Unscheduled Care Programme Board
25 <sup>th</sup> October	Final Approval	Tayside Board
By 31 <sup>st</sup> October	Final Approved	Scottish Government
6 <sup>th</sup> November	Final Approval	Performance and Resources Committee

## 1.6 Governance Arrangements

- An Unscheduled Care Board is established chaired by the Associate Medical Director for Medicine and Head of Service, Health and Community Care Dundee Health & Social Care Partnership and will use flow measures to assess the impact of the plan. USC Board. Please see Reporting Structure Diagram (Appendix 3)
- An Unscheduled Care Programme Team is in place including a Programme Manager, and in addition an Improvement Advisor and data analyst for each major site. These posts form part of the support teams for unscheduled care, continuous improvement and the implementation and evaluation of the winter plan.
- Resilience and Business Continuity arrangements and management plans are in place and have been tested prior to winter.
- NHS Tayside's Board Assurance framework has a corporate whole system risk related to capacity and flow. A scoring system has been developed for the key measures to enable an overall risk score to be presented. This is presented and discussed at each Board meeting.
- Newly formed weekly Senior Operational Leadership Meeting chaired by Medical Director with senior clinical and managerial input
- A new clinically led and managerially enabled operational structure for acute services
- Whole system Safety and Flow Huddle process reviewed to include an additional huddle with key partners during pressure periods throughout winter i.e. Public Holidays
- A Tayside wide severe weather plan is in place including triggers for multi-agency coordination.
- Communications teams disseminate information with update website informing the public and staff on planning for winter, where to go for services and public health messages

## 2. Key Drivers and Changes from Previous Winters

Key drivers for winter planning include ensuring optimal patient flow through the hospital journey in particular to delivering against the 4 hour emergency access target as well as ensuring a robust whole system approach to planning for winter as part of the overall approach to the safe and effective delivery of unscheduled care.

This Winter Plan has been developed with a commitment to the Unscheduled Care Programme, 6 Essential Actions using a collaborative approach across Health and Social Care Partnerships to whole system planning across the local system and services. Progress of the 6 Essential Actions local improvement work is continuous, focussed on key actions to improve unscheduled care in all settings.

In addition, this Winter Plan has been developed aligned to the Transforming Tayside Plan and associated Improvement Programmes with shared priorities, focus and areas for improvement, working across partnership groups.

Key drivers to inform the winter planning are illustrated in Appendix 4.

### 2.1 Striving To Deliver High Quality, Safe, Person-Centred Care

Tayside continuously strives to meet local and national standards and performance targets which focus on delivering high quality, safe, person-centred care. To do this we must deliver national standards and targets on an ongoing basis regardless of the pressures periods across the system. Specific to this winter plan are the following standards:

- 4 hours from arrival to admission, discharge or transfer for A&E treatment (95% with stretch 98%)
- Earlier in the Day Discharges - Hour of Discharge (inpatient wards)
- Weekend Discharge Rates - Day of Discharge weekday v's weekend discharges
- 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 NHS Tayside Business Support Unit, produce and provide data all year round in relation to the above standards and targets. Appendix 5 illustrates some of the key data to support capacity and flow.

## 2.2 Lessons Learned from Winter 2017/18

The following section outlines the key lessons learned from the review of the 2017/18 winter period. Key themes around areas that worked well and areas for improvement were collated and fed back into the Scottish Government's Health & Social Care: Local Review of Winter 2017/18 (April 2018) Report. This report is available separately.

Key themes, learning and actions from local reviews across Tayside have informed the development and approach of the Tayside Winter Plan 2018/19.

Main themes highlighted regarding areas of good practice include:

- Business Continuity Team was set up locally at senior management level working in collaboration with partner organisations across Health and Social Care
- Preparedness and pre-planning in relation to winter plan and associated Business Continuity Plans
- Business Continuity management arrangements/plans to manage and mitigate against key disruptions in particular to the impact of adverse weather
- Staff had worked collaboratively during seasonal illness and adverse weather periods to ensure the best possible care for patients
- OOH provision had been very strong with capacity coming near to matching demand.
- Emergency Department waiting times had been one of the strongest performing areas in Scotland
- Many GP practices reported that they coped well with good planning
- Having knowledge of vulnerable people in the community allowed services/support to continue to be delivered utilising a good whole system winter plan.

Common themes across all local reviews identified for improvement include:

- Lack of whole system escalation and response
- Need to have clearly defined roles and responsibilities for both the Safety and Flow Huddles and Escalation Framework
- Lack of Operational Awareness of Escalation Framework including Triggers and Action Cards
- Loss of business continuity over public holiday periods
- There was a feeling that data intelligence had been available but our systems were not optimised to respond to this in time
- Need for earlier decision making regarding step-down/cancellation of services

The Tayside Winter Plan will aim to improve these areas highlighted from the local review as well as the key priorities indicated within the 'Preparing for Winter' (2018/19) correspondence, as follows:

- Effective forecasting for unscheduled and elective winter demand and plan capacity accordingly.
- Continual access to senior decision makers who can support rapid assessments to avoid unnecessary admission and ensure effective discharge.
- Flexible staffing plans to enable the rapid deployment of surge capacity as soon as it is required.
- Whole System Escalation Framework and plans with all partners to respond to variations in predictive forecasts on an hourly, daily and weekly basis.
- Robust business continuity management arrangements across local health and social care systems.
- Plans in place to significantly increase staff flu vaccination across local health and social care systems.

### 3. Winter Plan 2018/19

The Tayside Winter Plan 2018/19 is set out under the following key headings in line with the Scottish Government 'Preparing for Winter', (2018/19) guidance:

- Resilience
- Unscheduled/ Elective care
- Out of Hours (OOH)
- Norovirus
- Seasonal Influenza/ Influenza-like illness
- Respiratory Pathway
- Key partners/ Services
- Mental Health. This has been added as a priority by our board.

#### 3.1 Resilience Preparedness

NHS Tayside at an organisational level with its partner organisations has robust business continuity management arrangements and plans in place. Tayside wide groups involving all partner organisations such as the Tayside Resilience Partnership (TRP) meet regularly with a Winter Pressure Plan in place describing the structure and key areas to be addressed in the Tayside response to extreme winter pressure. The purpose of the Tayside Winter Plan is to:

- Provide information about the potential effects and local impact of the winter pressure
- Identify early and longer term actions for TRP
- Identify strategic objectives for TRP during winter pressures
- Describe the multi agency structure for co-ordination and delivery of outcomes

The TRP links directly with the Tayside Significant Infection Group around the co-ordination, command, control and communication required in the event of an alert being triggered in relation to a significant winter pressure.

In addition, local resilience plans and future response arrangements are considered via the Tayside Local Resilience Partnership.

##### 3.1.2 Adverse Weather

Adverse weather as part of resilience planning is highlighted from the previous winter review. Themes highlighted were in particular to staff transport and accommodation, as such a short life working group including Support Services and Resilience Planning representation has been set up to ensure these areas are addressed in advance of this winter. Actions from this group include:

- Review of current organisational procedure for 4x4 vehicles to be undertaken with priority in advance of winter period
- The list of volunteers to be collated highlighting any challenges/risks to procedure around obtaining volunteer List of available 4x4 vehicles, locations, access arrangements/keys etc
- List of lease owners who have 4x4 vehicles
- Accommodation arrangements to be clarified for 'essential' staff in the event of adverse weather
- Catering arrangements to be clarified for 'essential' staff in the event of adverse weather
- Requirement for a 'Vital Signs' Communication to be sent out seeking volunteer standby drivers

- Training and guidance for NHST volunteer drivers
- Structure to monitor requests for essential transportation of critical staff, criteria to establish 'essential' staff, dedicated email to collate requests across NHST including IJB's
- Contact arrangements to be co-ordinated for NHST wide volunteers
- Duty Executive awareness of status – linked into daily huddle meetings/Whole System Safety and Flow Framework
- Early and continued engagement with Local Resilience Partnership
- Requirement for engagement with Arnold Clark - this would be dependent on number of volunteer drivers
- Links to existing plans NHST Contingency Arrangements, Adverse Weather Policy
- Link to HR policies
- Ownership - operational rather than service specific

### 3.1.3 Scottish Ambulance Service (SAS) Resilience Planning

The Scottish Ambulance Service maintains a comprehensive contingency planning framework to manage the consequences of the level of demand being at a point where it exceeds the ability of the Service to meet it. The Generic Capacity Management Contingency Plan and Resource Escalatory Action Plan (REAP)<sup>1</sup> Guidance Document is used for this purpose. The Capacity Management Contingency Plan may need to be implemented in circumstances when there is: Increased Demand, Reduced Capacity or Reduced wider NHS services over Festive Periods.

SAS manages capacity and contingency through its Resource Escalatory Action Plan (REAP). The REAP establishes levels of 'stress' within service delivery, whether resultant from increased demand or reduced resource, and independent of cause, and identifies measures to be implemented to mitigate the impact of such stress. Measures are Service wide and include activity from the Operational Divisions, Ambulance Control Centres (ACCs), National Risk and Resilience Department (NRRD), and Airwing.

The REAP plan provides the actions to cope with increased demand at any point, with activation of the actions associated with the level, SAS making decisions regarding what is relevant for the circumstances. For example cancelling all non-essential meetings etc to allow the managers to provide support, concentrating on the management of resources / shift coverage etc.

REAP plan is followed with a few particular additional directives for adverse weather:-

- Ensuring there are shovels on each vehicle
- Additional supplies of consumables, grit/salt for the stations etc
- Map out where staff reside so that they can be directed to their nearest station rather than their base station if they can't make it there
- List and map all 4x4 vehicles so that we can allocate them to transport in essential staff and transport essential patients e.g. renal/ oncology patients
- Liaise with the Health Board around activity and any freed up resources from cancellations are utilised as additional staff on any vehicles that require to go out in the severe weather to give us resilience

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<sup>1</sup> Scottish Ambulance Service. 2016.Version 6., Generic Contingency Plan, Capacity Management Incorporating the Resource Escalatory Action Plan – REAP



Our finance plan has recognised the pivotal role played by SAS and we have committed to funding extra weekend vehicles for the winter period. This is in addition to separate SAS national funding.

### **3.1.4 System Wide Escalation Framework**

The Whole System Safety and Flow Triggers and Escalation Framework has been produced to assist in the management of health and social care capacity across Tayside and Fife when the whole system, or one constituent part of the system is unable to manage the demand being placed upon it.

The aim of this Framework is to provide a consistent approach to provision of care in times of pressure by:

- Enabling local systems to maintain quality and safe care
- Providing a consistent set of escalation levels, triggers and protocols for local services to align with their existing business as usual and escalation processes
- Setting clear expectations around roles and responsibilities for all those involved in escalation in response to surge pressures at local level, within local authorities, and partner agencies
- Seeking to work within consistent terminology across partner organisations for person centred care

The whole system framework is currently under review in advance of winter 2018/19. The reviewed framework will be tested with partners to bring about a consistency to local approaches, improve management of system-wide escalation, encourage wider co-operation, and make local and regional oversight more efficient and effective. The framework will bring together the variance in operational escalation systems and protocols across the partner organisations across Tayside to manage local and regional monitoring of operational pressures.

A recurring theme from our learning was that our whole system framework last winter missed opportunities for clear and simple communication of decisions. This has been addressed with simplification and clarity of huddles to allow staff at all levels to deliver consistent and relevant decision making.

### **3.1.5 Pressure Period Hospital Site Huddle Framework**

The Safety & Flow Huddle process is fundamental in identifying triggers and supporting the subsequent escalation processes required in response to system pressures.

The current arrangement of daily, weekend and Public Holiday Safety & Flow Huddles as outlined in Appendix 6 provides a Safety & Flow Huddle framework across 7 days at both Ninewells Hospital and Perth Royal Infirmary Sites.

There are currently 4 huddles across NHS Tayside sites with input from partners from the Integrated Joint Boards and Community Services. The huddle process steps up to address demand when required during pressure periods in winter. The Huddle process is being revised to reflect feedback from last winter's review of process, areas to be considered include:

#### **Timing & Frequency**

- For the key winter pressure periods, huddles will move to 2 priority meetings. Timings to be confirmed, aim to review overnight performance and admission numbers will be available on a "Red, Amber, Green" Rating.

- Afternoon huddles will also move time (to be confirmed). These will be led through the Triumvirate structure.

### **Communication**

- Clear and co-ordinated expectations of Information that each service can provide, trigger points that require action to maintain “Business as usual” and what response is needed to achieve this.
- This aims to meet the call for rapid deployment of surge capacity.
- De-escalation as soon as the pressure is managed to prevent loss of engagement of staff.

### **3.1.6 Winter Planning Activity/Departmental / Sector Winter Action Cards**

NHS Tayside has seen significant change in its Management structure in 2018. Triumvirates have been established and a clinically led and managerially delivered ethos embedded. A template for local services to develop their own Winter Action Plan has been drawn up. This follows the approach laid out at the start of this plan;

- Prevent illness and admission
- Inform of pressures and escalation
- Response required to maintain Business as Usual
- Communicate - When to de-escalate and recover

This has been tested within several areas and cascaded out through the Operational Executive Team, out across Partnerships and across the membership of the Unscheduled Care Board. The Action Card Template is attached in Appendix 7.

The Winter Action Card has been shared across the following services for potential use:

#### Acute Sector:

- Medicine
- Surgery
- Orthopaedics & Trauma
- Critical Care
- Theatres
- Radiology & Diagnostics
- Out patient
- Emergency Departments

#### Health and Social Care Partnerships:

- Angus
- Dundee
- Perth & Kinross

The card is a single side document that allows all services from a whole clinical care group to a small team of specialist nurses to organise their response to winter pressure. The aim is that it can be held by the team to coordinate planning for public holidays as well as combining to describe a whole system approach.



### 3.1.7. Safety and Flow - Using and Applying Information and Intelligence to Planning

Optimising the use of information and data is critical to the development of effective forecasting for unscheduled and elective winter demand and capacity planning. Feedback highlighted that our systems were not optimised, around being prepared and responding to demand on time. Data intelligence from the following services should be considered to inform planning:

- OOH
- NHS 24
- General Practice
- Health Protection Scotland (HPS)

Going forward, to optimise system response the use and application of data intelligence is key. It is planned that Public Health will co-ordinate Health Protection Scotland data weekly reporting weekly to support better use of data for predictive decision making. This will be fed into the Triumvirate structure and cascaded out to sites and partners via site wide huddles.

The Infection and Prevention Control Team (IPCT) also share data from HPS regarding the current epidemiological picture on influenza and Norovirus surveillance data across Scotland. It is planned that this information will be routinely monitored over the winter period to help us detect early warning of imminent surges in activity.

System Watch will also be used locally to support forecasting of demand and capacity to support, the enhanced version of System Watch will be available from late September 2018 with development of local processes linked to the daily Safety and Flow Huddles, to make full use of this predictive data the system can provide.

## Summary of Key Actions for Resilience

### Adverse Weather

- Transport - procedure review for 4x4 vehicles
- Staff accommodation & catering arrangements
- Links to across resilience and contingency planning and adverse weather policies arrangements across Health and social care Partnerships

### SAS

- REAP - for capacity management and contingency planning
- Additional directives regarding adverse weather planning
- Additional funding for extra weekend vehicles

### System Wide Escalation Framework

- Review, test and implement Whole System Safety and Flow Triggers and Escalation Framework with partner organisations

### Pressure Period Hospital Site Huddle Framework

- Revised timing & frequency of Safety and Flow Huddle Process
- Clear and concise communications as part of Safety and Flow Huddle Process

### Sector Action Cards

- Use of Winter Actions Cards to support resilience planning across services

### Safety and Flow Using and Forecasting and Applying Information Intelligence to Planning

- Effective forecasting and data intelligence for unscheduled and elective winter demand, planning accordingly through the use of predictive data systems

## 4. Unscheduled and Elective Care Preparedness

This is recognised as a key area for NHS Tayside. There has been considerable change to the bed model within Ninewells Hospital and the Transforming Tayside Programmes will continue to have major changes on the configuration of services.

Key activities regarding unscheduled and elective care preparedness planned across main hospital sites include:

- Theatre scheduling to determine the management of the unscheduled care/cancer and clinically urgent scheduled care as a priority
- Planned/Elective Care shut down over public holiday periods. Emergency and cancer care remain a priority
- Cancellation of non urgent scheduled care surgery to create unscheduled care capacity
- Respiratory Surge Plan
- 'Hot Clinics' Pre and Post Public holidays within Medicine this will involve seeing patients who require rapid assessment in a clinic style set-up to prevent unnecessary admission to investigate
- 7 day Ambulatory Care cover from 8am to 8pm, from 1<sup>st</sup> December 2018 to 31<sup>st</sup> March 2019 with Medical cover at weekends for surge beds
- Acute Frailty Unit commissioned. Staffing will be challenging but since adopting this model within the acute medical unit this has contributed to increased flow and reduced bed occupancy
- In preparation Medicine has agreed to use a Red, Amber, Green (RAG) status on available beds on the medical floor from September to drive flow and optimise care

- Driving forward aspects of the Transforming Tayside programme: Same day diagnostics and Orthogeriatric Pathway
- Review of non urgent Out Patient clinics to support staffing resource for potential redeployment for urgent care over days where there is often a high DNA rate i.e. Christmas Eve and Hogmanay where Urgent and Urgent Suspect cancer patients are more likely to attend
- Consider opportunities to increase bed footprint temporarily without additional staffing resource

#### 4.1 Emergency Department (ED) - Winter Preparedness

Tayside ED attendances have been static over the last 5 years. Data does however indicate that the dependency scoring and age of patients presenting to the ED are increasing. With this comes the requirement to deliver a greater and more intensive level of care in the ED. Consequently this impacts on patient flow within the ED. This is evidenced by an increase in the number of 4 hour breaches and a shift in the average ED length of stay from admission peak at 2-3 hours to 3-4 hours.

Due to the demand led nature of Emergency Medicine, the service is subject to peaks in attendances resulting from seasonal illness such as influenza and injuries resulting from adverse weather. Festive public holidays and the resultant reduction in Primary Care Services also impacts on ED attendances with the need for ED staff to redirect non-ED patients to alternative services such as local pharmacies, NHS 24 and the OOH Primary Care service. Surges in departmental activity can occur due to timings of emergency ambulance arrivals, resulting from ambulance control dispatch procedures, which impact significantly on ED patient flow – evidenced by a recent ED review exercise.

To ensure the continued delivery of timely, high quality emergency care across Tayside adequate medical and nursing staffing of both Emergency Departments is essential.

To allow us to consistently deliver this over the winter period consideration will be given to both nursing and medical staffing arrangements i.e. additional junior doctor on late / night shift to bolster medical staffing during anticipated peaks of ED activity in Ninewells ED such as public holidays / December weekends.

Improvement work will continue using the ED breach analysis data to inform areas for consideration. This currently involves a focus on the 'Front Door' pathway, patient flow from ED and Acute Medical Admissions Unit (AMU), including diagnostics (chest x-rays) carried out on route from ED to AMU.

#### 4.2 System Wide Planning

To effectively manage predicted activity across the wider system and discharge over the festive holiday periods, system wide planning is in place to ensure the appropriate levels of cover examples of this include:

- Infection, Prevention and Control Teams (IPCT) rotas organised to ensure appropriate levels of cover in particular to days following the festive break/public holiday periods
- Nursing rosters are managed in accordance with NHS Tayside Roster policy, Health roster are provided 6 weeks in advance. Patient demand and acuity is managed in accordance with Safecare to support reallocation of staff
- To manage staffing gaps in ward areas, proposed focused update for staff being moved or deployed through the clinical educators/Practice Education Facilitator with familiarisation to new areas, documentation and ways of working before winter and if possible aligning individual staff to identified wards where they will have confidence to be redeployed during the winter months

- Medical floor Nurse Co-ordinator post to support timely discharge and flow
- Within Surgery twice per week Senior Charge Nurse (SCN) staffing huddle to review next 72 hour period and identify concerns which may be mitigated through an internal plan
- Additional sessions for Medical staff (including Juniors)
- 7 day working over winter period across the multi-professions and partner services i.e. AHPs, Pharmacy and SAS. This is pan Tayside and covers home care providers as well as high dependency areas. This has been planned and funded via winter plan money to increase the likelihood of sessions been filled
- Procurement of supplies e.g. PPE/facial protection

### 4.3 Angus Health and Social Care Partnership

Key areas highlighted as part of the system wide winter planning in the Angus Health and Social Care Partnership include:

- Development of an Angus Care Model incorporating a full review and utilisation of Community Hospitals including Psychiatry of Old Age (POA).
- Discharge checklist reviewed. Test of change in North localities and Care Homes underway.
- Range of interventions which were applied last winter can be applied this year depending on severity of demand (e.g. free short term respite provision in certain circumstances, additional incentives to providers for prompt engagement, increase in ERT provision).
- A Day of Care Audit in POA was undertaken to capture meaningful information about availability and alternatives to admission, as well as considering barriers and challenges to timely discharge.
- Improved focus on Anticipatory Care Planning (ACPs), and staff education provided. Work focussed on raising awareness amongst public and staff, use of technology and accessing/sharing information, ensuring carer support aligned with ACPs.
- Enhanced Community Support (ECS) continues to work effectively. A sharing and learning event will take place in September to review ECS across Angus and provide an opportunity to share good practice and inform future developments.
- Additional care management to Discharge Co-ordinator Team role
- Senior Nurse for Palliative and End of Life Care (PEOLC) in Angus appointed. The post holder will work alongside staff in Community Hospitals and Care Homes to improve the care delivered to people, in addition to working on developing a PEOLC improvement plan. The plan for PEOLC will include all areas where people are cared for and supported.
- Enablement and Response Team established in December 2017, continues to improve our community capacity by developing an innovative approach to support care at home, provide preventative enablement and respond to short term care needs. This will be reviewed to examine capacity.
- Personal Care Services are 7 days and we are attempting to strengthen co-ordination /matching processes.
- Help to Live at Home is in its concluding stages. Resource Allocation Meetings are held jointly with private and third party providers to improve the matching process and to enable increase in capacity. An Option 3 framework has also been created.
- We have appointed a Mental Health Officer (MHO) Team manager which has reduced the length of guardianship delays and improved the guardianship process to enable identification and status of all cases. In addition, awareness training sessions have been provided to staff.
- Continuing to promote Power of Attorney across Angus.

- Providers are supportive of 7 day discharges however, discharge planning from Acute Hospital requires review.
- Developing a pilot for AHP, 7 day service in Arbroath Infirmary, to provide cover Saturday, Sunday and public holidays from November 2018 to March 2019.
- Examination of 24 hour discharge model in Dundee for applicability in rural setting.
- Test of change with Dundee HSCP to provide Care Management support to ensure timely discharge of Angus patients in Ninewells.
- Proactive review of all non complex patient delays on a daily basis by Health & Social Care Senior Staff.
- A pilot has commenced with the introduction of three Intermediate Care beds in the North East locality.
- All Health & Social Care staff have access and will be encouraged to accept the annual flu vaccination.
- Managers to be requested to share rationale for effective winter holiday planning with all staff and highlight that the Monday following the festive weekend breaks should not be routinely used as a day off thereby creating a 5 day weekend.
- AHSCP website to be updated to include: information on travel appointments during severe weather and prospective cancellation of clinics, MIU opening times and arrangements for community pharmacies, dentists etc.

#### 4.4 Dundee Health and Social Care Partnership

Key areas highlighted as part of the system wide winter planning in the Dundee Health and Social Care Partnership include:

- Further development and embedding of the Dundee Enhanced Community Support including the acute element of the model
- Developing Acute Frailty Model with enhanced support from Integrated Discharge Hub and strengthen links with ECS/DECSA
- Extension of Acute Frailty model to Emergency Dept and Acute Surgical Receiving Unit
- Embedding 7 day discharge service with increased AHP provision and recruitment of additional discharge coordinator to complement increase in medical, pharmacy and ambulance resource
- Introduction of daily conference call between Integrated Discharge Hub and Resource Matching Unit to ensure accurate prioritization of social care resource
- Introduction of daily safety huddle in the Integrated Discharge Hub to complement Daily Dynamic Discharge
- Further development of 'Step Down to Assess' model – investment in 6 step down flats and ring fenced social care resource to complete assessment outwith hospital setting
- Further development of intermediate care model to enable completion of assessment in a more homely environment with provision of rehabilitation
- Provision of step down beds in Mackinnon Centre for younger adults to complete assessment in a community setting following brain injury rehabilitation
- Remodeling and realignment of resource allocation processes to enable Integrated Discharge Hub to ensure focus remains on patient flow
- Continued investment in Resource Matching Unit to ensure efficient allocation of social care resource
- Recruitment of additional Mental Health Officer located in Integrated Discharge Hub which has reduced guardianship delays
- Continued promotion of Power of Attorney Campaign to reduce no of guardianship requests made

- Ongoing development of Anticipatory Care Planning
- Ongoing development of a range of specialist accommodation with support through the strategic commissioning process to support adults with mental health problems and learning disabilities to leave hospital when they are ready
- Extension of COPD Team to improve support to people following discharge
- Development and expansion of the care home team
- PEOLC improvement work in care homes
- Increase investment in domiciliary care resource
- Embed the practice of proactive review of all delayed patients on a daily basis by case holder
- All health and social care staff will be encouraged to accept the flu vaccination

#### 4.5 Perth & Kinross Health and Social Care Partnership

The focus of the winter plan and improvement actions for Perth & Kinross Health & Social Partnership is to ensure that people get the right care, at the right time, in the right place, avoiding unnecessary admissions to hospital and ensuring that, once admitted, people are discharged as soon as they are ready, contributing to better health outcomes and making best use of resources. The Perth and Kinross Social Partnership Winter Action Plan is detailed within Appendix 8.

The key developments are;

- Additional Surge Beds in Tay ward
- Respiratory Telehealth Pathway Test of Change Rural Perthshire
- Enhanced Social Care Support to target same day discharge from A&E, AMU, ASRU and SSM
- Extended AHP Weekend Working for OT and PT staff within acute services to facilitate assessment and discharge
- Additional Social Care Interim Placements
- Continue proactive review of all delayed patients on a daily basis by case holder and discharge teams
- All health and social care staff will be encouraged to accept the flu vaccination
- Implementing Frailty Model at PRI. A Frailty Team is being implemented as a key strategy in ensuring that people with frailty are identified and assessed at the PRI front door, enabling identification of the correct pathway at the earliest opportunity. Clinical decision making for positively screened patients is enhanced through a comprehensive geriatric assessment (CGA), and transitions to identified pathways are supported by quality information, communication and collaboration. The implementation dovetails with the “assess to admit” project, which also implements the frailty screening at the earliest opportunity.
- Ongoing developments with Integrated Care Teams and links to Enhanced Care Support (ECS)
- Increased staff resource to PRI Discharge Hub and develop service criteria
- Ongoing developments with HART team and successful recruitment

#### 4.6 Fife Health and Social Care Partnership

North East Fife is a key area for NHS Tayside. Their Acute and Community plan for winter preparedness will be submitted as the NHS Fife Winter plan however we recognise the need to work with our partners in Fife and will continue to develop links to ensure continuity of services.

Current improvement work as part of the Unscheduled Care and Transforming Tayside Programmes include collaborations across Tayside and Fife Health and Social Care



Partnerships to reduce delayed discharges. The work involving discharge teams across all localities is aimed at supporting an effective, timely, person centred discharge process with the development of a fully integrated acute hospital discharge service, working 7 days per week and functioning via the same agreed planned date discharge pathway across the localities.

## Summary of Key Actions for Unscheduled and Elective Care Preparedness

### Acute Sector

- Flexible Staffing plans to enable rapid deployment of surge capacity as required: Staff rosters aligned with demand and patient acuity including all professions; Medical, Nursing, AHP, Pharmacy
- 7 Day working across multiprofessions and partner services i.e. SAS, Pharmacy and AHP
- Acute Frailty Pathway
- 7 Day Ambulatory Care
- Respiratory Surge Plan
- Theatre Scheduling
- Planned /Elective Care shutdown over holiday period
- Orthogeriatric Pathway
- Review of non urgent Outpatient Clinics to support staffing resource

### Health and Social Care Partnerships

- Enhance Community Support Services
- Anticipatory Care Planning
- 7 day discharge services and increased AHP provision
- Discharge Hubs supporting discharge planning
- Development of acute frailty models

## 5. Out of Hours Preparedness

### 5.1 Out of Hours Services

Planning for Out of Hours Services includes the following actions:

- Increased capacity with number of GP shifts over the festive period
- NEWS ( National Early Warning Score) pathways are in place following to ensure rapid identification of deteriorating patient
- An Advanced Paramedic Practitioner will be based in the Kings Cross Primary Care Emergency Centre, Dundee to consult patients
- GP triage – it is intended that addition GP triage shifts will cover the busy public holiday periods with a view to increasing the time disposition and appointing patients the following morning rather than within a four hour period, or dealing with problems over the telephone where appropriate.
- Community pharmacies can deal with minor illnesses with direct referral to out-of-hours where required
- Access to Mental Health out-of-hours Crisis Team to triage patients
- NHS24 prediction data is not available until late October but where this and out-of-hours service data differ, capacity will be planned around the greater of the two.

- Resource Availability over festive public holiday period confirmed for all Primary Care Emergency Centres - Arbroath Infirmary, Kings Cross Health and Community Care Centre, Perth Royal Infirmary including GP shifts, drivers, nursing staff etc
- Annual leave applications from 17<sup>th</sup> December 2018 to 6<sup>th</sup> January 2019 will be considered on an individual basis but are unlikely to be compatible with maintaining full staff availability. Duty manager in place over the festive period
- The management team monitor activity weekly and decide on any extra capacity required.
- 10 cars will be available for use over the two festive holiday weekends to assist with the expected level of demand of home visits at peak times. (Three more than base level )
- Increase GP Triage to two GPs on 25 / 26 December 2018 and 1 / 2 January 2019
- All Practices are contacted pre festive period requesting that they keep patient special notes up to date
- Demand Management - Resources will be targeted around priorities across Tayside by the Team Leaders and dispatchers. Patients will be offered transportation to other Primary Care Emergency Centres if no alternatives can be identified
- Out-of-hours service staff will email during December a briefing newsletter to all staff outlining the arrangements for the festive period and winter period January to March including extra staffing and escalation plans and communication arrangements with NHS24 and other agencies both internal and external
- Tayside out-of-hours and NHS24 communicate regularly. Agreement around escalation process and local contingency arrangements for local centres. Agreement reached around the sharing of information between NHS 24 and out-of-hours.
- Out-of-hours escalation process is under discussion with NHS24
- Contact arrangements are in place for a clear for reporting vehicle faults and breakdowns over the Public Holiday period and emergency out-of-hours contact list is available to the management team in case of severe weather.
- An enhanced payment for GPs is offered across the festive period to support shift coverage
- A process has been developed to ensure effective and efficient use of the Scottish Ambulance Service paramedic service.

### Summary of Key Actions for Out of Hours Preparedness

#### Out of Hours Service

- Resource availability over the Festive period
- Increased availability of cars
- Increased capacity re GP cover of festive period
- Demand management - resources targeted around priorities across Tayside
- Access to Mental Health OOH Crisis Team to triage patients
- OOH escalation process in collaboration with NHS 24

## 6. Infection Prevention and Control

### 6.1 Norovirus

Tayside Infection Prevention and Control Team (IPCT) ensure that staff have access to and are adhering to the national guidelines on *Preparing for and Managing Norovirus in Care*



*Settings* along with the HPS National Infection Prevention and Control Manual (Chapter 2 Transmission Based Precautions). IPCT provide all guidance within the Infection Prevention Intranet site on 'Staffnet'. For those staff groups who are unable to access Staffnet (Independent Providers / Social Care Teams), information is available direct from Health Protection Scotland (HPS) website.

## 6.2 Norovirus Training and Communications

There is established communications process between the IPCTs and the Health Protection Team to optimise resources and response to the rapidly changing norovirus situation. In addition there is established communication with Health & Social Care Partnership Leads and via Governance Forums to ensure the partnership is aware of norovirus publicity materials and is prepared to distribute information internally and locally as appropriate, to support the 'Stay at Home Campaign' message.

To further support the communications and training requirements in preparation for Norovirus the following is in place:

- IPCT provide regular updates to the NHS Tayside Communication Team, with advice for staff in relation to infection prevention and control precautions, communicated over winter period.
- Winter preparedness roadshow and raising awareness through education sessions for clinical managers / SCNs commenced by IPCT Sep 2018
- Dedicated Transmission Based Precaution education sessions provided as per IPC Annual Training Programme
- Norovirus leaflets and posters provided to NHST by HPS shared across the Health and Social Care Partnerships
- Infection Prevention and Control: New prioritisation flow chart to aid decision making at 'front door'
- Information on Norovirus is sent out to all local care homes by Public Health. The Health Protection Team also support the management of all outbreaks of diarrhoea and vomiting within care homes, and Public Health routinely informs the IPCT, Communication Team and Resilience Teams regarding the closure of homes.

## 6.3 Norovirus Planning and Control

IPCT plans are in place to support the execution of the Norovirus Preparedness Plan before the season starts. Norovirus Control Measures are accessible to all staff across Health and Social Care Partnerships on NHS Tayside Staffnet Intranet Site, IPC intranet site or direct on HPS website

NHS Tayside communications regarding bed pressures and norovirus ward closures will be managed through an agreed distribution list which will detail bay or ward closures due to a known or suspected infection is in place.

IPCTs will ensure that the partnership and the NHS Board are kept up to date regarding the national norovirus situation communicating HPS national prevalence data on a weekly basis. Debriefs will be provided following individual outbreaks or end of season outbreaks to ensure any system modifications required to reduce the risk of future outbreaks. The HPS Hot Debrief tool is currently used with clinical teams for this purpose. Lessons learnt are shared as required across clinical teams and at Safety, Clinical Governance and Risk Meetings and SCN Forums.

To ensure arrangements are in place to provide adequate cover across the whole of the festive holiday period there will be an On-call Microbiologist available 7 days per week.

## 6.4 PPE Procurement (Flu and Norovirus)

Clinical areas must ensure adequate resources are in place to manage potential outbreaks of seasonal influenza like illness/norovirus that might coincide with, severe weather and festive holiday periods. Key actions for this winter include:

Key actions for this winter include:

- FFP3 Staff testing and fit tested, maintenance of staff fitting programme.
- Early procurement stock management of PPE
- Assurance of governance for respiratory powered hoods (3 in Ninewells, 2 in PRI)

## 6.5 Seasonal Flu

### Flu Vaccination Programme

All Health Care staff have access and will be encouraged to accept the annual flu vaccination. Plans to significantly increase staff flu vaccinations across health and social care systems are in place and include:

- Flu Vaccinations commenced one month (September) earlier this year. Occupational Health and peer vaccinators will vaccinate for staff, mainly in Ninewells Hospital.
- Peer vaccinating in clinical areas will also be undertaken to boost the staff uptake of the Flu vaccination.
- Target for Health is to achieve > 50% of staff compared to last year's uptake of 37%; This was double the year before.
- Vaccination Programme Manager has attended Head of Nursing Forum to plan requirements for the peer vaccination programme.
- Medical leads will also be asked to consider peer vaccination programme to boost uptake numbers.
- A call for peer vaccinators: training session carried out on 6<sup>th</sup> September 2018 for staff interested in peer vaccinating.
- Plan to use in-hospital vaccination to "catch up" vulnerable patient who have missed community vaccination

### Flu Communication Campaign

The Communications Team within NHS Tayside have a Communication Campaign in place specific to Seasonal illness including Flu. NHS Tayside communications promotes our flu vaccination campaign to all NHS Tayside staff and volunteers, as well as members of the public in at-risk groups. Posters are produced for each area with details of local staff clinic sessions on NHS Tayside sites and key messages about protecting yourself and your family, your patients and the service. Information about public vaccination clinics in surgeries and pharmacies across Tayside are advertised in the local media and on social media.

### Near Patient Testing for Flu

A subgroup has prepared a review of all Scottish Boards using Near Patient testing in 2017/18 findings have been considered locally with the decision to implement within Tayside. A business case has been prepared for near Patient Testing with a target of avoiding ward closures due to Flu to maximise flow and reduce risk of harm to patients. It is proposed the 'Preparing for Winter' funding will be used to support this in addition to a planned and budgeted way to maximise bed utilisation across the main hospital sites.

A short term working group has assessed the evidence of benefit of this approach and identified that there is likely to be a reduction in bed closures and also a considerable

reduction in the time to patients receiving appropriate anti viral medication which will reduce the duration of their illness.

## Care Home Flu Management and High Risk Groups

Public Health will monitor vaccination rates for High Risk, over 65s, Long Term Health Conditions and Pregnant Woman. The Care home vaccination lead sits on Unscheduled Care Programme Board and will provide rapid updates regarding current status and impact of Flu within care homes.

Information on flu vaccination for residents is sent out to all local care homes by Public Health. The Health Protection Team, within Public Health also support all local homes with their management of respiratory outbreaks. Information regarding home closures due to outbreaks is routinely shared with the Communications Team, IPCT and the Resilience Team.

### Summary of Key Actions for Infection Prevention and Control

- Staff access to and adherence to national guidance on Preparing for and Managing Norovirus in Care Settings
- IPCT plans in place now to support the execution of Norovirus Preparedness Plan in advance of season
- IPCT guidance on Staff website and HPS Website
- Awareness and roadshow sessions for winter preparedness
- Prioritisation Flow chart to aid decision making at the 'front door'
- Procurement and adequate resource availability
- Plans to increase staff Flu Vaccination Uptake: Programme - commenced one month earlier this year (September) for staff, peer vaccination programme to increase uptake
- Communication Campaign specific to seasonal illness including Flu
- Near Patient Testing for Flu

## 7. Respiratory Pathway

Winter planning in respect of the Respiratory Pathway will aim to ensure there is an effective, co-ordinated respiratory service provided. Clinicians across the relevant Primary and Secondary Care Services will have the required information and knowledge regarding their local pathways for patients with different levels of severity of exacerbation in their area. There is effective discharge planning in place for people with chronic respiratory disease including COPD delivered 7 days by the respiratory clinicians, with additional help from respiratory liaison team planned and organised.

Plans are also in place to enhance home support respiratory services in particular for COPD patients post discharge.

People with an exacerbation of chronic respiratory disease/COPD have access to oxygen therapy and supportive ventilation where clinically indicated in Emergency Departments, Acute Admitting Units, hospital sites as well as GP and OOH services.

Anticipatory Care Planning is completed for people with significant COPD and Palliative Care plans for those with end stage disease are in place across the Respiratory Pathway

## 7.1 Respiratory Pathway Communications

As part of the wider Winter Planning Communications Strategy across the Health and Social Care Partnerships information and messages in relation to keeping warm throughout the winter months and potential adverse weather are well displayed at key points of contact, and are covered as part of any clinical review.

In addition, as part of the Communications Plan to support the work of the Respiratory Pathway and Service, 'Business Card' style information cards around Flu and Respiratory illness as part of the prevention approach will be distributed across all localities, GP, Primary Care and OOH services

### Summary of Key Actions for Respiratory Pathway

- Enhanced Home support to respiratory services in particular to COPD patients post discharge
- Effective Discharge planning for patient with COPD, 7 days by Respiratory Clinicians
- Access to Oxygen Therapy hospital sites, GP and OOH services
- ACP for patients with Significant COPD and Palliative Care plans for those with end stage disease are in place across respiratory pathway
- Communication plans to support the work of the Respiratory Pathway and service
  - Information Cards - Prevention approach

## 8. Mental Health

Access to Mental Health Services is a priority. NHS Tayside recognises that the majority of mental health acute presentations are as unscheduled care as such we have added this as one of our key priorities and recognise that this must continue beyond winter.

Our Unscheduled Care Board will be joined by the Associate Director and Associate Nurse Director for Mental Health to ensure representation of Mental Health Services as part of the Unscheduled Care Programme of improvement work. Mental Health and Learning Disability Services are actively working to strengthen connections with Winter Planning and the Unscheduled Care Board. There will be a requirement to build enquiry into the Safe Affordable Workforce (SAW) process about how the proposed clinical and staff models meet the mental health and well being needs of people in acute care.

As a start, to support winter planning arrangements in Mental Health in particular to meeting demand and facilitating flow through Emergency Departments, through winter planning funding it is proposed that the Psychiatry Liaison Team capacity will be enhanced to support 7 day working.

In addition, Mental Health services are reviewing their trigger, escalation and business continuity plans including the development of Winter Action Cards in line with other areas using this approach for winter planning. Site Safety and Flow Huddles across Mental Health Services are also in place to support the triggers and escalation process, sharing safety, demand and capacity information. All of these processes aimed at ensuring robust business continuity management arrangements are in place to maintain business as usual throughout the winter period.

## Summary of Key Actions for Mental Health

- To meet demand through ED enhance Psychiatry Liaison Team Capacity
- Escalation, Business Continuity arrangements and Winter Action Cards implemented across Mental Health Services to support winter and resilience planning

## 8. Communication Strategy

The Communications Team within NHS Tayside has a Communication Campaign in place specific to the winter period including Adverse Weather and Seasonal illness including Influenza, influenza like illness and Norovirus. NHS Tayside communications actively promotes related publicity materials and national campaign assets and shares widely through social media channels. This is targeted at staff, patients and the public alike.

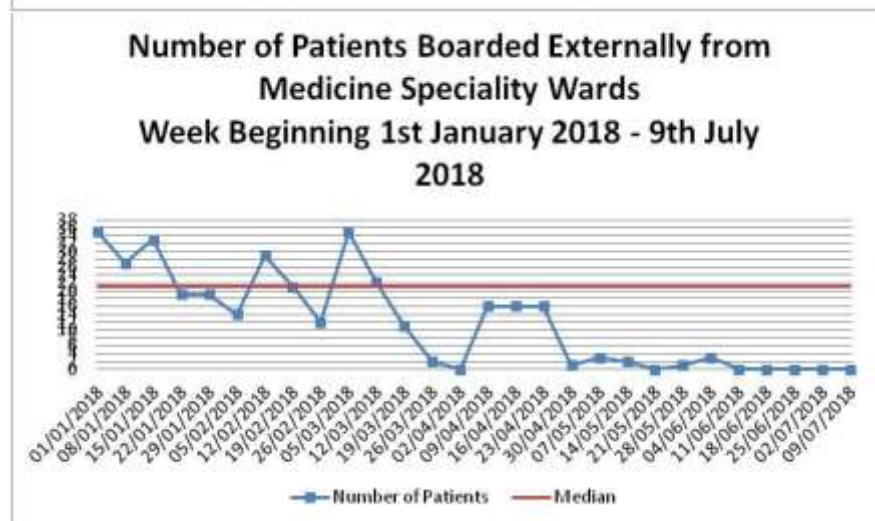
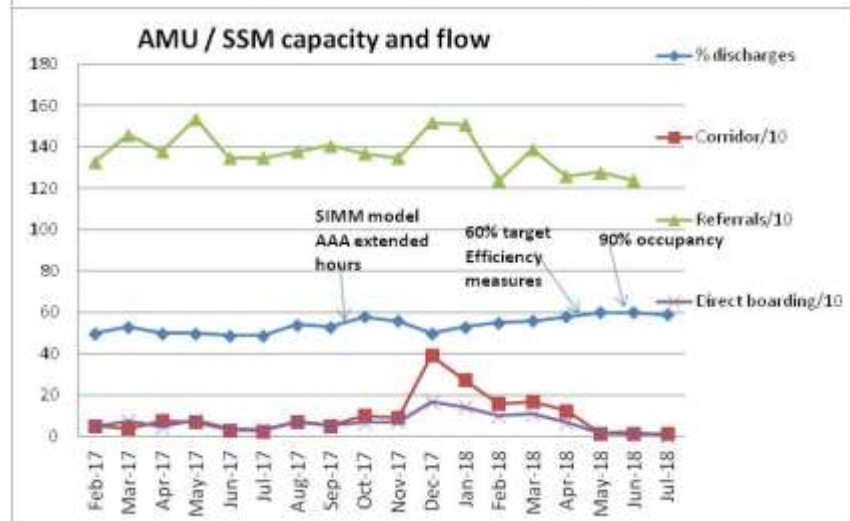
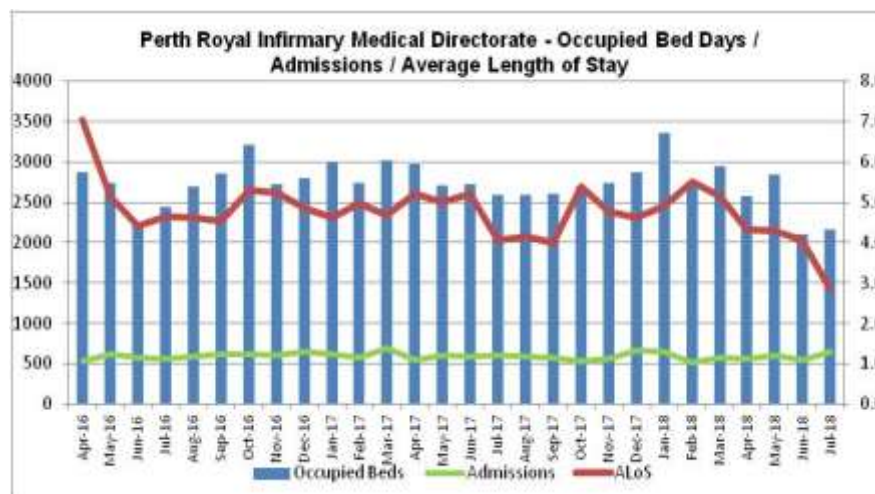
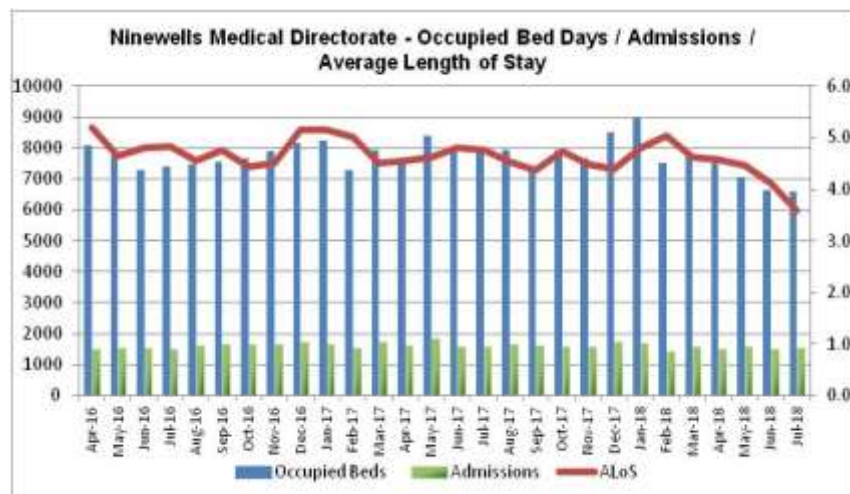
As in previous years, the Communications Team support the organisation's preparations for winter through the local and national winter campaigns, tailoring the national key messages for the local situation and a local audience and releasing media releases and social media messages throughout the winter period. Social media is the best channel for instant updates to information and will be used extensively, along with media releases, website updates, radio updates and sharing of messages with local partners for onward distribution.

The Communications Team updates the NHS Tayside website with weather and travel information as necessary and promotes Ready Scotland on the front page of its website.

The Communications Team will continue with regular press releases reminding people where to go seek appropriate support out of hours and over the holiday period. They will have a public communications strategy to raise awareness of access arrangements over the festive period, which includes an advertising campaign in local media with GP, pharmacy and MIIU opening hours. This is supported by regular social media and website posts to share information and signpost to available services.

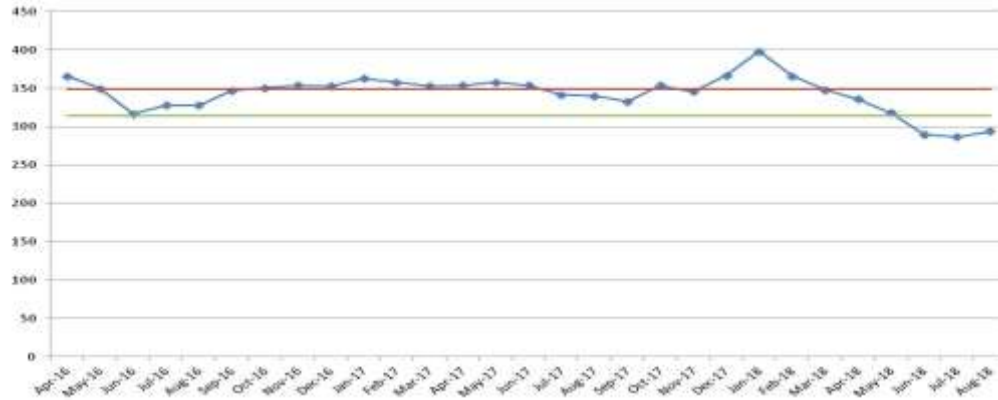


## Appendix 1 Medicine - Bed Occupancy and Boarding



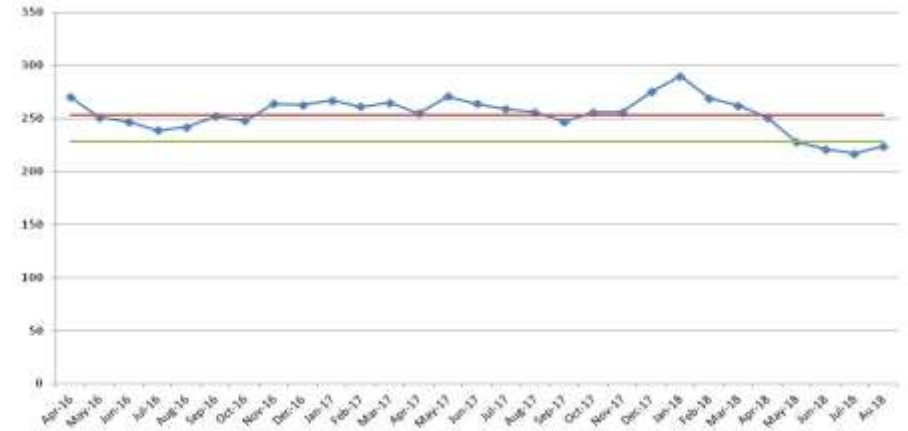
### Tayside Medicine Bed Days Occupied

Green line (90% occupancy) is 314 beds, Red line 349 beds occupancy



### Ninewells Medicine Occupancy

Green line = 90% occupancy 228 beds, Redline = 100% is 253 beds



### Perth Medicine Occupancy

#### PRi Medical Directorate - Monthly Daily Average vs Medical Bed Complement

Green line = 80% occupancy 87 beds

Redline 100% occupancy = 96 beds



## Appendix 2 Winter Preparedness Funding

WINTER PLANNING 2018/19

PROPOSED PLAN TO DELIVER SG PRIORITIES

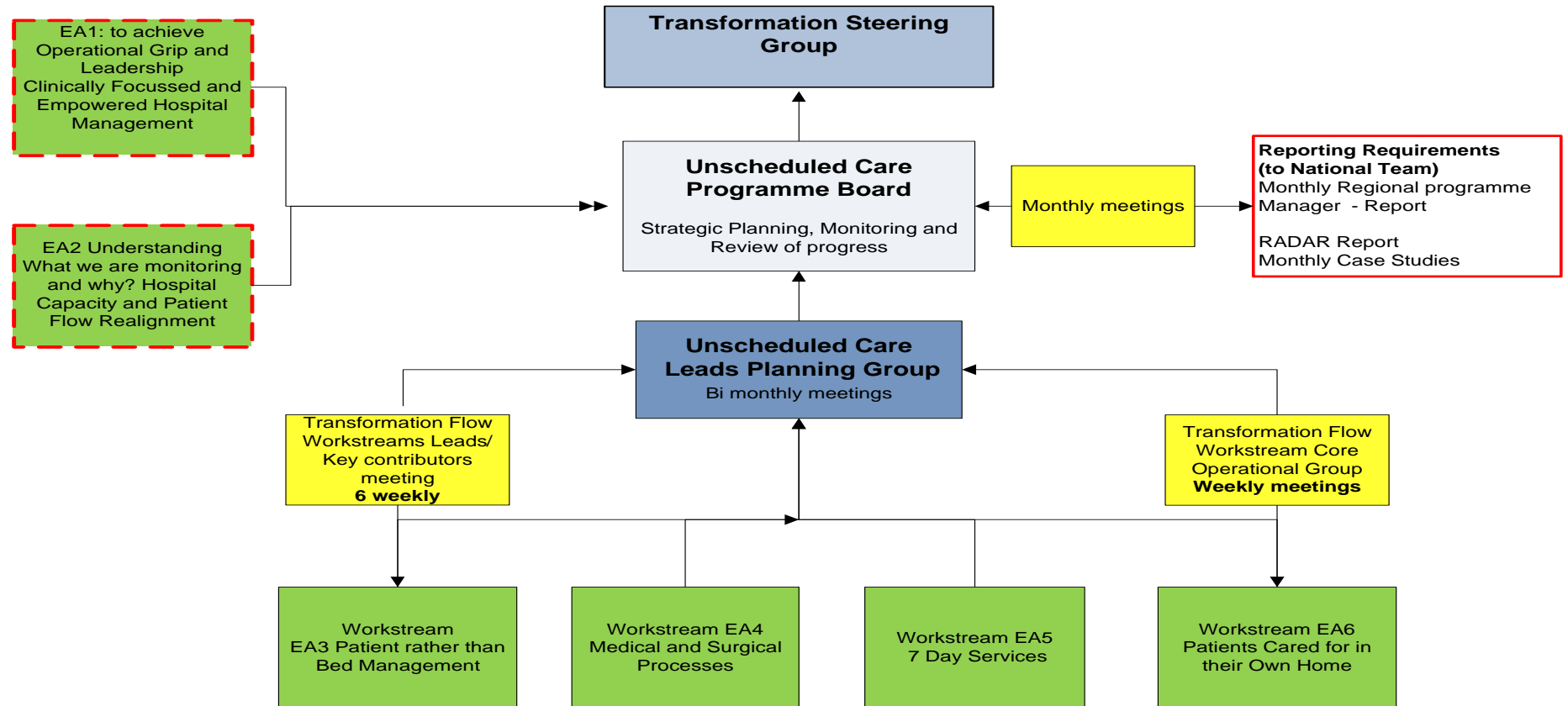
	Description	£
<b>Funding</b>		
Funding		<b>£737,734</b>
<b>Proposed Commitment against Priority</b>		
2 Unscheduled / Elective Care	Additional beds at Nws (12) and PRI (4)	£487,995
5 Seasonal Flu	Near Patient Testing Equipment & Consumables	£72,700
6 Respiratory Pathway	Essential winter equipment for timely diagnostic discharge	£58,201
7 Key Partners / Services	Enhanced Social Care Support to target same day discharge	£98,838
8 Mental Health	Psychiatry Liaison Service	£20,000
<b>Total Cost</b>		<b>£737,734</b>
<b>SURPLUS /(DEFICT)</b>		<b>(£0)</b>

Note 1 Funding is allocated in two tranches, 60% released initially (Oct) followed by 40% once satisfactory evidence of planned priorities has been provided through your draft winter plans.



## Appendix 3 Reporting Structure

### NHS Tayside Unscheduled Care Programme Reporting /Meeting Structure



**Unscheduled Care Leads Planning Group:** to include Clinical/Service Leads, Programme Board Chairs, Programme Manager & Improvement Support – agree priority actions from Programme Plan, activity planning, issues and risks. Programme Board Agenda Planning

**Workstream Groups:** to include site/locality teams involved as well as identified workstream leads. Testing and Implementation of agreed activities/interventions. Reports to Leads Planning Group via workstream leads

## Appendix 4 Winter Plan Driver Diagram

### TAYSIDE WINTER PLAN 2018/19

#### AIM

To ensure optimal patient flow through the hospital journey, delivering against the 4 hour emergency access target.

To ensure robust whole system approach to planning for winter as part of our overall approach to the safe and effective delivery of unscheduled care

#### PRIMARY DRIVERS

A commitment to the 6 Essential Actions of Unscheduled Care Programme

A collaborative approach to whole system planning across the local system with key partners

Being well prepared for the additional pressures placed on local systems associated with Winter, aligned to 'Preparedness for Winter' Guidance Document:

- Seasonal Influenza Like illness
- Norovirus
- Severe weather
- Additional public holidays

Adopting a balanced approach to the planning and delivery of safe and effective and unscheduled care during times of peak demand

Robust Whole System Triggers and Escalation Framework

#### SECONDARY DRIVERS

##### Unscheduled/Elective Care

- (Festive Shutdown) Urgent and Elective Capacity Planning and strategies for additional surge capacity (across all partnerships) including patient flow and bed management
- Capacity and flow plan in place for each part of the system with arrangement for targeted 7 day working
- Standard approach to planning in place
- Respiratory Surge Plan developed

##### Infection Prevention and Control arrangements in place for:

- Flu Vaccination Programme
- Near Patient Testing
- Norovirus
- PPE access OOH

##### Resilience Planning

Adverse Weather Protocols/Guidance reviewed and in place  
 Patient and staff transport (4by4)  
 Staff accommodation and hospitality arrangements  
 What's App Protocol – Adverse Weather.  
 Data intelligence - use of predictive data to inform

A Whole system, Escalation, Triggers and Local Response in place:

Each department /sector has an agreed action card to manage the additional pressure predicted on the system to ensure safe service delivery to include Hospital Services, OOH, General Practice, Health and Social Care Partnerships, Scottish Ambulance Service.

- Local Winter Action Cards:
- Local Business Continuity Plans and Response/De-escalation
- Safety and Flow Huddle Process

##### Communication and Engagement

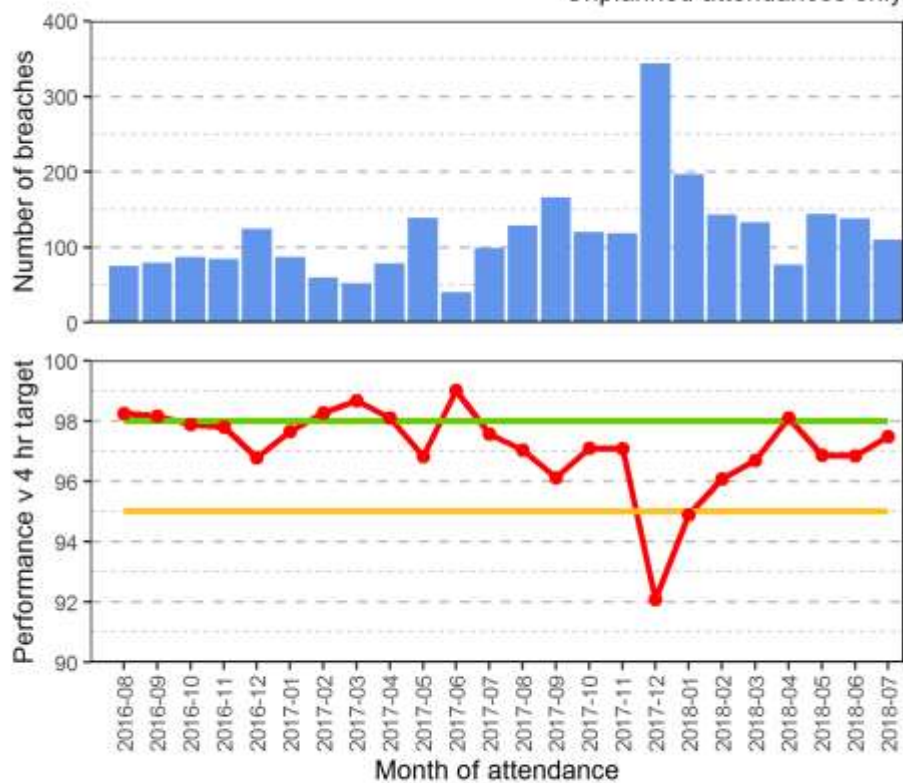
Plan and schedule in place including Festive Period 'Ready Reckoner.' available

## Appendix 5

### Ninewells Hospital

#### A&E: 4 hour Breaches in Ninewells

Unplanned attendances only

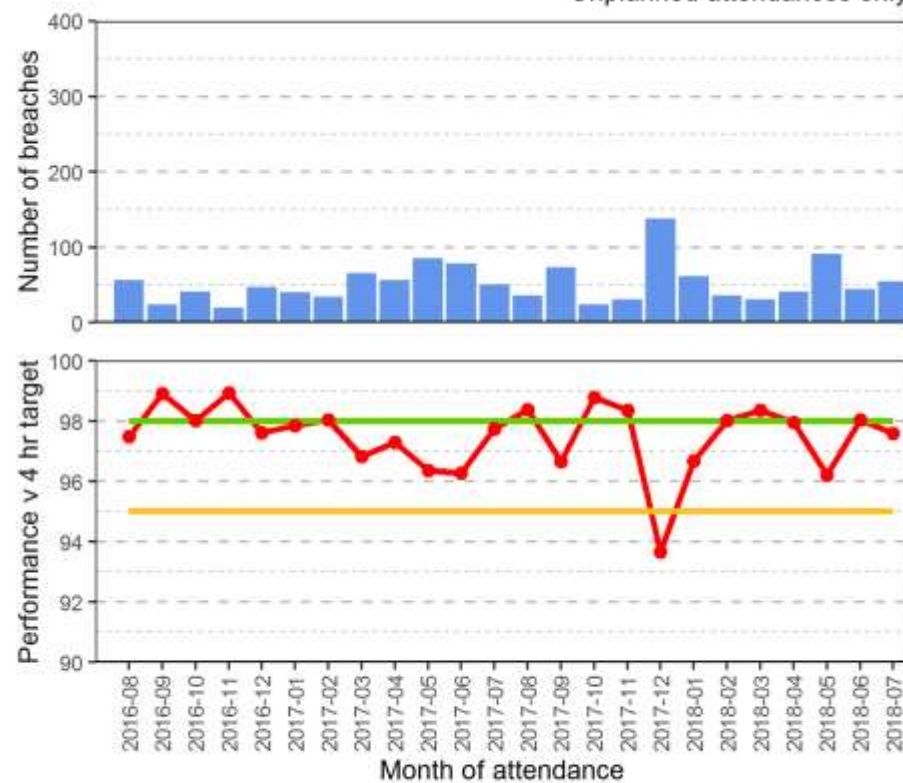


4 Hr Breaches    % within 4 Hrs    Local Target    National Target

### Perth Royal Infirmary

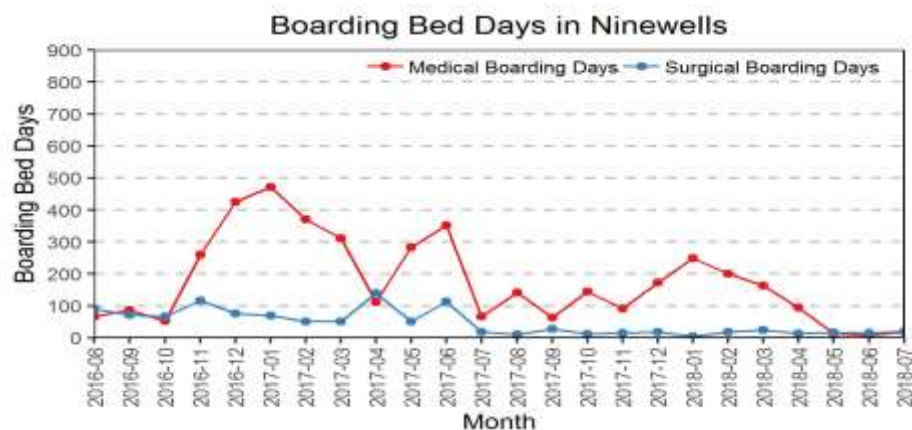
#### A&E: 4 hour Breaches in Perth Royal Infirmary

Unplanned attendances only

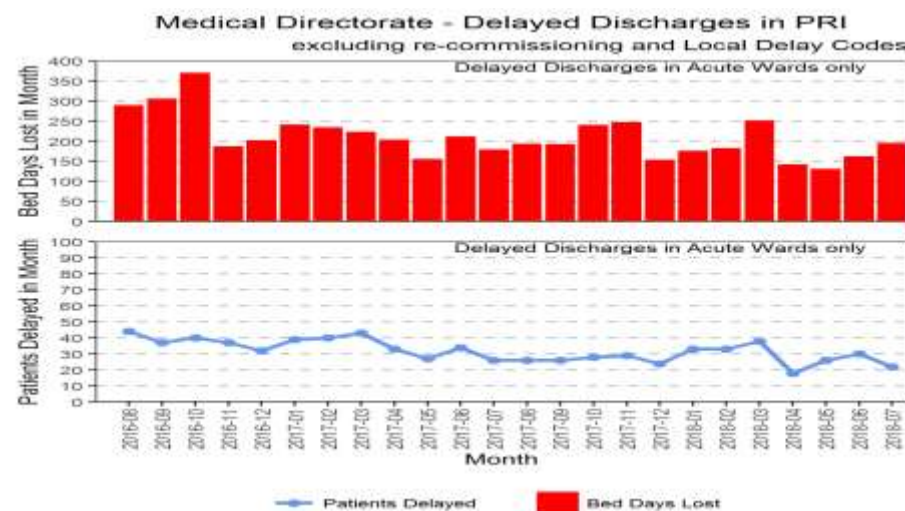
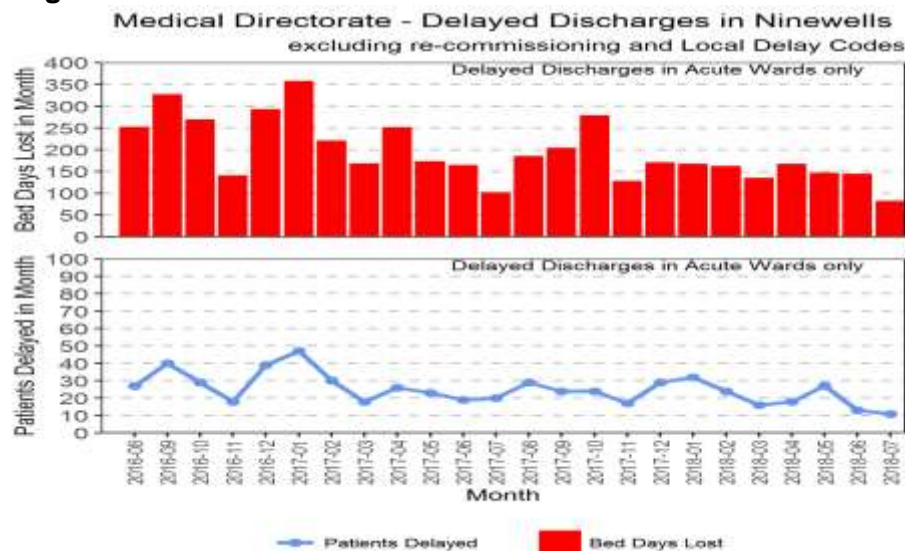


4 Hr Breaches    % within 4 Hrs    Local Target    National Target

## Appendix 5a Patients in Inappropriate Locations – Boarding Bed Days



## Measure 4 - Patients in Inappropriate Locations - Delayed Discharges: No. of patients and bed days lost. Medicine Directorate and Surgical Directorate

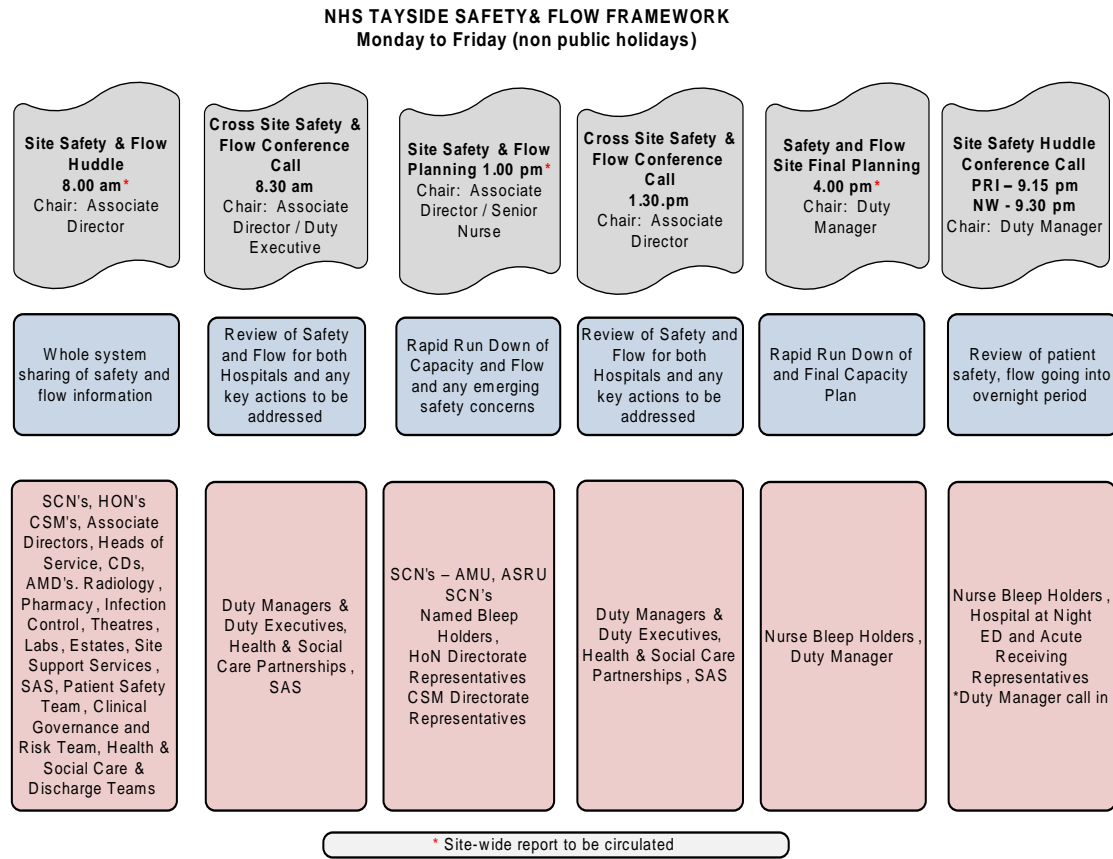


## Appendix 6 Safety and Flow Huddle

### SAFETY AND FLOW HUDDLES NINEWELLS AND PRI

Safety & Flow Framework for Business as Usual, Weekend and Public Holiday Working

**Figure 1: Monday to Friday Huddle Arrangements**

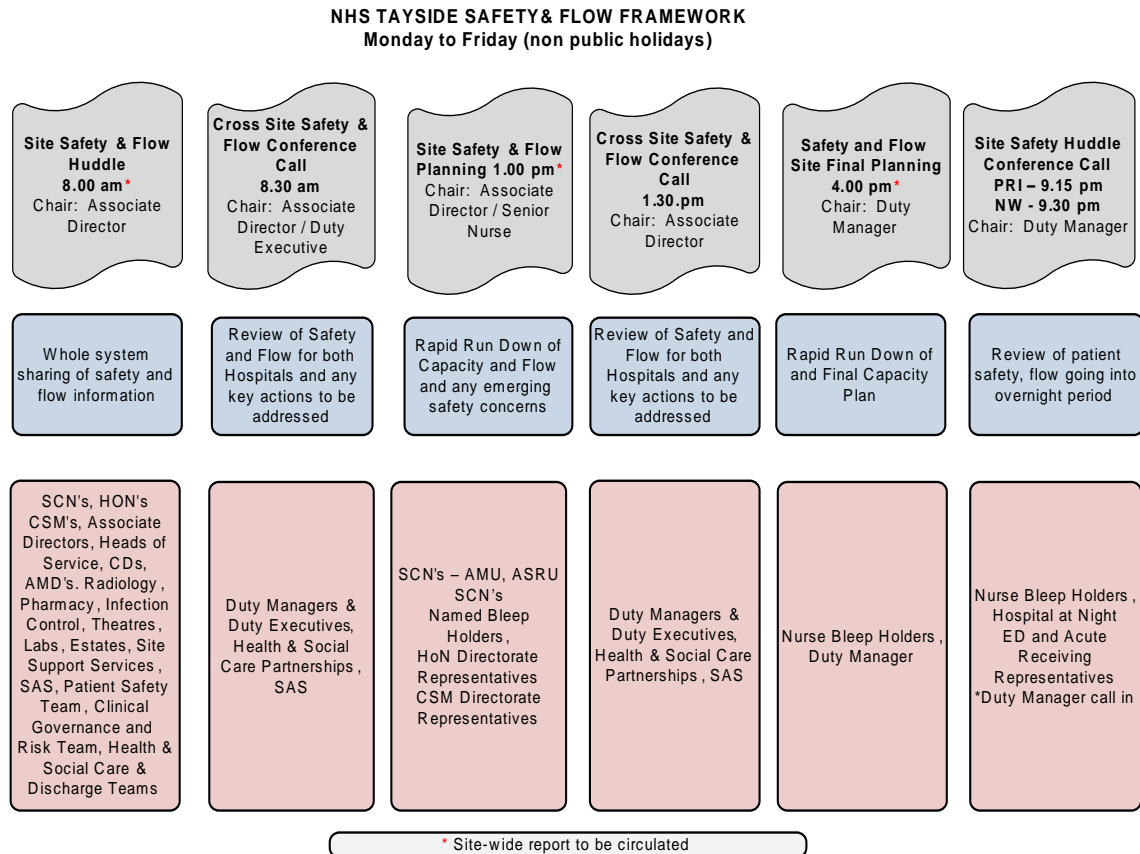


## Appendix 6 Safety and Flow Huddle

### SAFETY AND FLOW HUDDLES NINEWELLS AND PRI

Safety & Flow Framework for Business as Usual, Weekend and Public Holiday Working

**Figure 1: Monday to Friday Huddle Arrangements**





## Appendix 7 Winter Action Card Template

### WINTER ACTION CARD



**DEPARTMENT:**  
**LOCATION:** (e.g. Ninewells, PRI)

#### YEAR ROUND PLANNING – BUSINESS AS USUAL (Summary of Activity)

*Example:*  
 Workforce Planning and development, Staff duty rotas  
 Support Services – equipment, stores and transport  
 Information Technology  
 Risk of patient becoming delayed on their pathway is minimised

#### WINTER PREPAREDNESS – PLANNING AHEAD

*Develop activity plans for winter: Festive shutdown, elective and urgent care  
 Ensure timely and continuous access to local infrastructure services including:  
 Workforce Capacity Plans, Staff duty rotas  
 Sufficient levels and numbers of senior decision makers from all sectors are duty rostered at all times  
 Support Services - equipment, stores and Transport(SAS), Information Technology*

*Data Intelligence to inform planning, monitoring and action for winter capacity, activity, pressures and performance*

*Instigate discharge planning at weekends & before pressure periods/public holidays*

*Communication internal/external*

#### ALERT/TRIGGERS

*Consider triggers: seasonal illness, adverse weather, effects on staffing, service pressures:  
 Pressures on timely and continuous access to local infrastructure services including:  
 Workforce capacity – staff duty rotas  
 Support Services - equipment, stores and transport, Information Technology*

*Use of predictive data from partner agencies to inform alerts/triggers and actions to be taken  
 Communication of Demand Capacity pressures via Hospital site huddle Framework*

*Communication internal/external*

#### ESCALATION – Action & Response

*What do we need to know?*

*Staffing levels  
 Local Priorities  
 Roles/responsibilities  
 Demand capacity data from hospital site huddles/partner agencies  
 Communications internal/external*

*Consider:  
 7 day working  
 Duty rota cover  
 Flexible ways of working*

#### DE-ESCALATION - Stepdown

*How will we know we can step down?*

*Workforce capacity levels  
 Demand Capacity levels etc*

## Appendix 8

### Perth & Kinross Health and Social Care Partnership Draft Winter Plan UNSCHEDULED CARE – PREPARING FOR WINTER 2018/19 (DRAFT 3 updated 20/09/18)

	<i>Section</i>	<i>Action / Improvement Area</i>	<i>Expected Outcome</i>	<i>Progress</i>	<i>Lead</i>	<i>Timescale</i>
1.	Governance & Monitoring	<p>Establish USC Winter Planning Group with reps from health, social care, Primary Care, 3<sup>rd</sup> and independent Sector</p> <p><i>Identify interface with 3<sup>rd</sup> and Independent Sector due to current vacancies.</i></p>	A co-ordinated approach to Winter Planning will be achieved to ensure that the Perth & Kinross Health & Social Care Partnership meet the requirements based on the Winter Planning Guidance 2018/19	It was agreed that updated draft plan be shared for further joint comments. Meeting to be arranged early October to finalise submission. Meeting to be arranged start December to ensure all actions in place. Programme Manager to obtain regular progress against actions, prepare exception / issue report and update by email.	<p>Locality Managers Service Managers Clinical &amp; Professional Team Managers Team Managers</p> <p>Plan to be shared with Key stakeholders eg: IJB EMT IMT GPs through GP Group Acute Sector Staff</p>	<p>End August 2018</p> <p>Complete</p>
2	Business Continuity Plan	Review Business Continuity Plans across Partnership to manage and mitigate key disruptive risks including impact of severe weather.	Ensures that clear robust plans are in place to ensure the continuous operational delivery of critical services when faced with a range of disruptive challenges eg staff shortages, severe weather conditions etc.		<p>Locality Managers Clinical &amp; Professional Team Service Managers Team Leaders</p> <p>Service Managers</p>	September 2018
		Undertake Joint Emergency Rest Centres table top exercise for Care Homes.				September 2018
		Complete Winter Action Card which prepares plan for additional workforce capacity, workforce rotas				



		<p>and annual leave for :</p> <ul style="list-style-type: none"> <li>• inpatient areas (CH/MFE)</li> <li>• sub locality Community teams</li> <li>• Service specific eg HART, AHPs</li> <li>• Residential Care Homes</li> </ul>					
		<p>Identify available vehicles for use during winter (health and social care)</p> <p>Ensure awareness of NHST process for identifying and allocating vehicles during periods of adverse weather. (Single Point of Contact details required).</p>	<p>To support transport for any period of adverse weather to ensure staff can continue to provide care and support to those most vulnerable and isolated. In addition to support discharge from hospital, when require during periods of additional demand, adverse weather.</p>			<p>Locality Managers CPTMs Service Managers Team Leaders</p>	<p>November 2018</p>
		<p>Identify key contacts across all sectors with arrangements in place to access local road clearance and additional transport during adverse weather.</p>	<p>Once database updated share with relevant key stakeholders.</p>	<p>John Handling PKC contact for road clearance and additional transport arrangements.</p>			
		<p>Establish local joint Business Continuity Team at Senior Manager Level for adverse weather and periods of surge pressure. Agree base location for Festive Period.</p> <p>Prepare brief to provide overview of aims, objectives, processes, roles, issues / exception reporting and expectations.</p>	<p>Decision making and reporting in place on daily basis to react rapidly to adverse conditions and areas of pressure.</p>			<p>Head of Health/ Head of Adult Services Programme Manager</p>	<p>December 2018</p>

		Encourage and promote Health & Social Care staff to access flu vaccination.  Encourage vulnerable, frail, elderly residents of Perth & Kinross to access flu vaccination via sub locality community teams			Locality Managers CPTM Team Leaders	
3	Escalation Plans	Review Escalation process for P&K patients in Tayside hospitals.  Prepare and share escalation process and contact details for key senior managers for festive period		Both to be updated	Locality Manager CPTM Inpatients Service Manager  Business Support Manager	November 2018  December 2018
4	Effective admission & discharge  Discharges at weekend and bank holidays  Delayed discharges	Ensure continued delivery of discharge hub service in PRI during Public Holidays and Weekends.  <i>(Additional Funding will be required)</i>  Review Discharge Hub operational processes and protocols in line with Dundee and Angus Models	Ensure effective admission and discharge processes in place over the Festive and Winter period.		Locality Manager CPTM Service Manager  MFTE Consultant CPTM Inpatients	December 2018  December 2018
		Identify and agree appropriate additional staffing resource to maintain capacity and flow and essential key services during adverse conditions /weather. <i>(Additional will be required if implemented).</i>	Ensuring continued patient flow and bed capacity		Head of Services Associate Medical Director Locality Managers CPTMs Service Managers Team Leaders	December 2018
		Extend AHP OT & Physio Therapy Weekend working	Supports assessment and discharge to improve hospital flow and improve			November 2018

			patient care and experience over a 7 day period.			
		Review and promote 2017/18 festive directory of services and alternatives to admissions to cover Primary/community/3 <sup>rd</sup> and independent sector identifying any additional capacity requirements.	NHS Tayside, Health & Social Care Partnership and other sectors are aware of services available and contact details over Festive period.		Locality Managers CPTMs Service Managers Team Leaders Independent Sector Representative Third Sector Interface	December 2018
		Locality Management Teams to identify vulnerable and / or at risk people in local areas to put support in place to reduce risk of admission.	Supports early discharge, and identifies frailty concerns in locality to reduce admission where appropriate..		Locality Managers CPTMs Service Manager Team Leaders	Ongoing
		Embed daily dynamic discharge process in P&K Community Hospitals.	Improving the timeliness and quality of patient care by planning and synchronising the day's activities.		Locality Manager CPTM	September 2018
		Ensure process in place to continue to authorise care home and interim placements rapidly over Festive Period	Ensuring continued patient flow and bed capacity		Service Manager	December 2018
5	Strategies for additional surge capacity	Increase capacity in MFE (Tay – up to 18 beds) / Community Hospital inpatient beds (Crieff – up to 22), where and when required.  Prepare SBAR on additional staff	Support capacity and flow in Acute Services		Locality Manager CPTM - Inpatients	December 18

		requirement and costings				
6	Whole system activity Plans	Continue to develop and deliver frailty team to support the potential surge in emergency admissions early January.	To support capacity and flow in PRI, older people are screened for frailty on admission to ward 4 to ensure the most appropriate patient pathway are established or avoid further admission into the unscheduled care system by facilitating rapid discharge where clinically fit to do so.		Locality Manager CPTM – Inpatients Quality & Effectiveness Improvement Lead	Ongoing
		Test concept of Respiratory Telehealth Pathway	Reduce the number of hospital admissions to acute care where clinically safe to do so from North Locality and support patients suffering from COPD to feel more confident in their self management		Locality Manager (North) Programme Manager	November 2018  November 2018
		Enhanced Social Care Support to target same day discharge from A&E, AMU, ASRU & SSM  Additional Social Care Interim Placements			Strategic Lead OPS / USC  Strategic Lead OPS/USC	December 2018  December 2018
7	Communication Plans	Put in place effective communications to promote winter planning and service access and availability for Winter Period (in hours and out of hours).	Robust communications with public, patients and staff on access arrangements over the festive period.		Communication Department	End November 2018

		Develop Communication / Newsletter to inform all stakeholders of services available over Winter / Festive Period / 7 days a week.	Improved knowledge of service provision to enable continued capacity and flow across health and social care services.			
8	Performance and Evaluation	Work with LIST consultants and Performance Team to plan capacity and demand levels.  Develop evaluation process for Winter Plan to measure effectiveness	Ability to report on outcomes and lessons learnt over Winter and Festive period to Scottish Government and IJB in March 2018.		Local Winter Planning Group with support from performance lead.	October 2018

