



**ANGUS HEALTH AND SOCIAL CARE
INTEGRATION JOINT BOARD – 30 OCTOBER 2019**

WINTER PLAN 2019/20

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 2019/20. 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 2019/20) for submission to the Scottish Government.
- (ii) consider the cost pressures to deliver the services required to meet winter demand on the background of ongoing flow challenges.
- (iii) note the whole system working in preparation for anticipated winter challenges.

2. BACKGROUND

The Winter Plan 2019/20 (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 Transforming Tayside and NHS Tayside Annual Operational Plan as well as the strategic improvement plans of the Health & Social Care Partnerships in Angus, Dundee and Perth & Kinross.

The Winter Plan based on the 2020 Vision for Health & Social Care describes a health and social care system which is centred on:

- Integrated health and social care services.
- A focus on prevention, anticipation and supported self-management.
- Day case treatment as the norm where hospital treatment is required, and cannot be provided in a community setting.
- Care being provided to the highest standards of quality and safety, with the person at the centre of all decisions.
- Ensuring that people get back into their home or community environment as soon as appropriate, with minimal risk of re-admission.

3. CURRENT POSITION

The Winter Plan focuses on 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.

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 Six Essential Actions for Improving Unscheduled Care are:-

- Clinically focussed and empowered hospital management
- Patient rather than bed management/operational performance
- Capacity & Flow (emergency and elective) re-alignment
- Medical and surgical processes aligned for optimal care
- Seven day services appropriately targeted to reduce variation in weekend and out of hours working
- Ensuring patients are optimally cared for in their own homes or a homely setting

4. PROPOSALS

The Winter Plan has been written taking full account of the Scottish Government's winter planning correspondence 'Preparing for Winter 2019/20' and supplementary Checklist of Winter Preparedness.

The aim of the Winter Plan 2019/20 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 to people who use services and their carers. The winter period is described as being between 1 December 2019 and 31 March 2020. This plan is also strengthened by our NHS Board contingency and resilience planning that is already in place.

Importantly, this is an integrated plan and work has been ongoing to ensure partnerships and acute services are developing cohesive plans for winter and with key partners. Our Winter Plan as with last year's 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.

The Plan through an approach of prevent, inform, respond and communicate, will address the key areas in line with the Scottish Government 'Preparing for Winter' (2019/20);

- Resilience
- Unscheduled/ Elective care
- Out of Hours (OOH)
- Norovirus
- Seasonal flu
- Respiratory Pathway
- Integration of Key partners/ Services

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
- 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 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.

This Winter Plan will also be supported by a suite of measures across the system and in accordance with 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. WINTER PREPAREDNESS FUNDING

In accordance with the Scottish Government's 'Preparing for Winter' (2019/20) correspondence, NHS Tayside and Integrated Joint Boards will be specifically targeted to deliver a key focus on:

- Reducing attendances.
- Managing/preventing unnecessary admissions wherever possible.
- Reducing length of stay.
- Workforce – appropriate levels of staffing are in place across the whole system to facilitate efficient and effective patient care, to ensure consistent discharge during weekends and holiday periods. Adequate festive staffing cover across acute, primary and social care settings.

The Tayside Unscheduled Care Board provides the governance and oversight required around the allocation of winter planning funding for 2019/20. The aim for 2019/20 is to proactively invest in 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.

It is proposed that the funding be allocation in three phases in line with the winter planning approach:

Phase 1 – Prevent

- Additional funding across all three Health and Social Care Partnerships to prevent admissions/attendance managing care closer to home, supporting discharges.
- Out of Hours additional funding.

Phase 2 – Assurance – Initiatives to ensure winter flow

- Extended Ambulatory Service, late access to senior decision maker support.
- Seven day rehabilitation model of care.
- Near patient testing for flu to prevent unnecessary admissions for influenza like illnesses.
- Cardiology initiatives.
- Pharmacy
- Emergency Department (ED) additional junior medical cover.

- Respiratory.

Phase 3 – Provision of Surge Beds

- Acute Medicine for the Elderly (AME) beds in Ninewells to boost and target capacity.
- Increased (surge) bed numbers across both acute main sites and same day discharge, social support.

The investment and approval of surge beds prior to winter is aimed at preventing the opening of beds at a later stage, at a potentially higher cost. It must be noted that the request for surge bed funding is for additional beds only. The funding will not be used to cover the additional beds that are currently in operation, and required as core capacity.

The Winter Plan takes a whole system health and social care response to support the best use of locally available resources as demand rises and/or capacity is limited in order to sustain safe, effective and person-centred care.

6. ENGAGING AND CONSULTING

A dedicated communication and engagement process supports this plan. Stakeholders have been engaged in the development of this plan and include all Health and Social Care Partnerships, General Managers and Clinicians. A winter planning group reconvened following the review of the Winter Session in March 2019, to support development of the winter planning process and plan the document in partnership with clinicians and managers.

The Winter Planning Group has considered the key areas in line with the Scottish Government 'Preparing for Winter' (2019/20) Guidance of Resilience, Unscheduled/Elective Care, Seasonal Illness, Respiratory Pathways, OOH preparedness, Mental Health, Data Forecasting and communications.

As in previous years, the NHS Tayside (NHST) Corporate Communications Team will link with the Health and Social Care Partnership's Communication and Engagement Lead to 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 publishing 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 NHST Corporate Communications Team update the NHST website with weather and travel information as necessary and promote Ready Scotland on the front page of the website.

The NHST Corporate Communications Team will continue with regular press releases, reminding people where to go to 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.

In addition, the Angus Health and Social Care Partnership website will include information on travel to appointments during severe weather and prospective cancellation of clinics and arrangements for community pharmacies, dentists etc.

The NHST Corporate Communications Team has a proactive approach towards ward closures to norovirus outbreaks and alerts all media outlets, updates social media NHST website to every incident as soon as an alert is received from the Infection Control Department. Clear key messages are deployed, including details of any visiting restrictions. NHST communications also actively promotes Norovirus publicity materials and national campaign assets and shares widely through social media channels, including Facebook, Twitter and local media. Relevant local information is shared on the Angus HSCP Facebook, Twitter and AHSCP website.

Angus HSCP promotes the flu vaccination campaign to all Partnership 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 NHST and AHSCP 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. National campaign digital assets are also including on NHST and AHSCP websites and on social media.

7. RISK MITIGATION

There are key areas within NHS Tayside strategic risk profile that this plan has the potential to impact upon, these are:-

- 4 hours emergency access target
- Delayed Discharge target
- Capacity and Flow (including workforce)
- Financial Performance

8. FINANCIAL IMPLICATIONS

In accordance with the Scottish Government's 'Preparing for Winter' (2019/20) correspondence, additional financial allocations 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.

REPORT AUTHOR:

Gail Smith
Head of Community Health & Care Services (North)

Elaine Henry
**Clinical Lead for Unscheduled
Care & Winter Planning**

30 October 2019

List of Appendices: Appendix A – Winter Plan