



ANGUS HEALTH AND SOCIAL CARE
INTEGRATION JOINT BOARD – 7 DECEMBER 2022
WINTER PLANNING
REPORT BY GAIL SMITH, 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 2022/23. This is an integrated plan and work has been ongoing to ensure the Health & Social Care Partnerships (HSCP) and Acute Services have developed cohesive plans for winter.

1. RECOMMENDATIONS

It is recommended that the Integration Joint Board:-

- (i) Approves and endorses the Winter Plan (NHS Tayside and Partner Organisations 2022 / 23 Appendix 1).
- (ii) Acknowledges the cost pressures to deliver the services required to meet winter, flu and COVID-19 demand, on the background of ongoing flow challenges.
- (iii) Approve the delayed discharge target for Angus Health and Social Care Partnership for 22/23.
- (iv) Supports whole system working in preparation for anticipated winter challenges.
- (v) Approves the direction to NHS Tayside (Appendix 2).

2. BACKGROUND

The Scottish Government issue annual guidance to NHS Boards and local Integration Partnerships, to support Health & Social Care Services to prepare for winter. There is no requirement this year to submit the report to Scottish Government.

The Tayside Unscheduled Care Board provides the governance and oversight required around the allocation of winter planning and unscheduled care funding.

The NHS Tayside Winter Plan has been developed taking cognisance of learning from the ongoing response to COVID-19, other infectious disease prevalence including influenza and norovirus and is closely aligned to the Redesigning Urgent Care Programme being delivered by Scottish Government.

The key principles of the Winter Plan are outlined below:

- Prevent – The prevention of illness and admissions within our population and staff.
- Inform – A whole system escalation framework.
- Respond – Whole System Escalation and Business Continuity Planning.
- Business as usual is the primary aim – Strategies include planning for more business as usual capacity when required.

- Communicate – Communication across the system for staff and good communication with the population of Tayside.

3. CURRENT POSITION

Winter Plan

The Winter Plan focuses on key areas to ensure early prevention and response to minimise potential disruption to services and ensure that Angus HSCP continues to provide safe and effective care for our population.

Winter Plans ensure that safe and effective care for people using services and effective levels of capacity and funding are in place to meet expected activity levels. However, this year is more challenging than previous years, as there are additional challenges which have great potential to exacerbate winter 2022/23 pressures on our health and social care system.

- A resurgence of COVID-19 disease, with increased demand on health and care services, alongside a depleted workforce who may require to isolate/shield.
- Disruption to the health and social care systems due to adjustments required to reduce risk of COVID-19 transmission.
- A backlog of Non COVID-19 health care, with resultant impact due to deterioration in people's chronic conditions, presenting for urgent care.
- A possible influenza outbreak and the requirement to vaccinate an extended cohort of people this winter.
- The possibility of bad winter weather.

These factors need to be considered in the context of winter when our health and social care services are already typically working at maximal capacity, and the availability of staff and facilities may be reduced due to winter health impact and winter weather disruptions. This is a big risk for all services delivered in peoples' homes.

4. PROPOSALS

Winter Planning

Section 6.1 of the Winter Plan details the specific actions for Angus HSCP. It is anticipated the winter period being much busier this year, due to general increase in demand across all health and social care services. The focus of the winter plan and improvement actions for Angus 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. A major part of our plan is not just increasing resources within services, but also how services optimise communication and relationships to ensure we are making best use of these additional resources. This year's planning is more challenging than previous years as we are not only preparing for winter, but also continue to recover from the COVID-19 pandemic as well as ensure plans are in place for any resurgence of COVID-19, or other seasonal viruses.

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

- Taking a coordinated approach to allocate Scottish Government funding to support; Winter Planning, Expanding care at home-Multi Disciplinary Team (MDT) approach and interim care by increasing capacity and workforce across the MDT.
- As part of the Urgent and Unscheduled Care Collaborative
 - Progress implementation of improvement action plan to support discharge without delay, including the roll out of planned date of discharge in community hospitals and establishment of discharge team.
 - Angus commits to maintaining Delayed Discharge Green RAG status
 - 3 for acute Ninewells Hospital
 - 15 for all delays including complex delays, including Mental Health, Learning Disability and Older Peoples Services
 - Progress pathway review of urgent Primary Care 24/7.

- Continue proactive review of all delayed patients on a daily basis by case holder and discharge teams across the HSCP including community hospital bed base, supported by Local MDT meetings.
- Proactive review of unmet needs for social care provision through the use of day care capacity and community alarm.
- Review service priority and RAG status report, to ensure effective communication protocols in place between services and senior managers to ensure that potential system pressures are identified as they emerge and escalation procedures are invoked.
- Continue to populate Heat Maps to support whole system planning.

Sections 6.5 and 7 of the NHS Tayside Winter Plan detail the actions for both Primary Care and Out of Hours (OOH) of which Angus HSCP is the host partnership. Primary Care will continue to work across partnerships and interfaces to maximise efficiency and effectiveness of community care. This will be led by a strong collaboration both at partnership level and across Primary Care at the Primary Care operational meeting.

The service will

- continue to collaborate across partnerships and with public health to deliver the expanded influenza vaccination programme.
- continue to work both in hours and out of hours to champion and excel in community-based care wherever this is the safest and most appropriate care option for patients in multidisciplinary teams.
- increase our capacity across the three main areas of telephone consultation/advice, face to face assessment and home visiting.
- increase the number of clinical shifts that we have on offer, throughout the winter months (November to February) by offering additional evening shifts in Dundee and Perth and for the busiest times of the weekends.

Summary of Key Actions for Tayside Primary Care including the GP Out of Hours service are as follows

- Complete predictive modelling for the festive period to ensure staffing levels match the predicted demand.
- Senior clinical decision makers to be available on all shifts.
- Work with HSCPs to increase support for care homes.
- Will increase usage of Near Me/Attend Anywhere where clinically appropriate to do so.
- Continue to support the health and wellbeing of all staff.

5. FINANCIAL IMPLICATIONS

Winter Planning Funding

As noted in report 66/22, the IJB received c£4.213m of additional funds from the Scottish Government for winter pressures from 2021/22. This recurring funding stream has been the main vehicle for the IJB supporting services meet increased demands this winter.

While in -year some of the funds have been allocated on a non-recurring basis, the recurring allocations demonstrate the commitment to support increased system capacity:

	Recurring Commitments
	£k
Care Management	671
Home Care - Older People	1,336
Home Care - Other	473
Community Services (inc. AHP-DN)	472
Community Mental Health/SMS	276
Management	164
Primary Care	50
Out of Hours	127
Prescribing	55
Telecare and Digital	323
Equipment	234
Balance TBC	31
Total	4,213

In addition, in year funds from the Scottish Government have supported Interim Care Placements.

Separately and also noted previously in IJB Finance Reports, the funding from Scottish Government in relation to Unscheduled Care has been allocated to support the Redesign of Urgent Care and the funding of the Flow Navigation Centre. This has resulted in Angus IJB supporting some of the costs that would otherwise have been incurred against that funding in this year.

As noted at section 4, Angus IJB continues to work towards maintaining the described Delayed Discharge Green RAG status. It is worth noting that in October 2022 NHS Tayside reports, NHS Tayside have now attached a financial implication to these service targets for the first time. "...the number of delayed discharges...are significantly above the target numbers agreed by all partners through the system-wide Unscheduled Care Programme Board... There are 66 (Tayside) unfunded additional beds open as a direct consequence, at a cost to the Board of £9.0 million.... Unscheduled care is delegated to IJBs. The inclusion of £10.8 million in the recovery plan reflects this, and the current engagement with IJBs to identify and implement actions to reduce costs within acute hospitals. In the absence of deliverable actions in the short-term, the Board would look to IJBs to provide financial support for these delegated service costs while pathways are reset".

It is important to note that while it is understood that higher levels of delayed discharges do have financial implications for Acute Services, at the point of agreeing to work towards maintaining Delayed Discharge Green RAG status, there was not an agreement or acknowledgement that these targets would then be used to inform financial interactions between NHS Tayside and IJBs. As noted elsewhere in Finance reports, the IJB is now following this issue up with NHS Tayside

6. RISK

- Increase in delayed discharges.
- Inability to meet Care at Home demands.

7. OTHER IMPLICATIONS (IF APPLICABLE)

N/A

8. EQUALITY IMPACT ASSESSMENT

An Equality Impact Assessment is not required.

9. DIRECTIONS

The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in Section 26 to 28 of the Public Bodies (Joint Working) (Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Angus Council and NHS Tayside.

Direction Required to Angus Council, NHS Tayside or Both	Direction to:	
	No Direction Required	
	Angus Council	
	NHS Tayside	x
	Angus Council and NHS Tayside	

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List of Appendices: Appendix 1 NHS Tayside Winter Plan
 Appendix 2 Direction