



ANGUS HEALTH AND SOCIAL CARE
INTEGRATION JOINT BOARD – 25 OCTOBER 2023
ANGUS URGENT & UNSCHEDULED CARE PROGRAMME AND WINTER PLANNING UPDATE
REPORT BY GAIL SMITH, CHIEF OFFICER

ABSTRACT

This report provides Angus Integration Joint Board (IJB) with an update on the progress made in relation to the Urgent and Unscheduled Care Programme. The Report includes a summary of the work of the Programme, the outcomes from this work and priorities for the year ahead.

1. RECOMMENDATIONS

It is recommended that the Integration Joint Board: -

- (i) Acknowledges the progress that has been made in relation to the Urgent and Unscheduled Care Programme in Angus.
- (ii) Agrees to a full review of Minor Illness and Injury provision in Angus as detailed in Strategic Delivery Plan and in line with Optimising Access Workstream of the Regional Urgent and Unscheduled Care Programme.
- (iii) Approves and endorses the Angus HSCP Actions to support winter.
- (iv) Acknowledges the cost pressures to deliver the services required to meet winter demand, on the background of ongoing flow challenges.
- (v) Approve the delayed discharge target for Angus Health and Social Care Partnership for 23/24.
- (vi) Supports whole system working in preparation for anticipated winter challenges.

2. BACKGROUND

The Urgent and Unscheduled Care Collaborative (UCC) is a National Programme providing support to Boards and Health and Social Care Partnerships (HSCPs) across Scotland to work collectively to develop, test and learn from each other while implementing new models of care, with a single common aim to deliver the right care in the right place, for every person, every time.

Boards and HSCPs were supported to undertake a self-assessment process to identify their most productive opportunities for whole system improvement. The self-assessment identified four High Impact Changes for Tayside: Care Closer to Home, Virtual Capacity, Discharge without Delay and Community Focussed Integrated Care.

The five strategic priorities of the Tayside Programme, which support the ambitions of the high impact changes identified by the UCC (Appendix 1), are:

- Optimising Urgent and Unscheduled Access
- Integrated Community Care
- Care Closer to Home
- Optimising Inpatient Patient Flow
- Performance 95

Integrated Community Care and Care Closer to Home have been devolved to the three Health and Social Care Partnerships in Tayside to progress as workstreams locally. Virtual Capacity, Discharge Without Delay and Winter Planning have been identified as enablers across the strategic priorities.

The Angus Urgent and Unscheduled Care Programme was established in September 2022 to support the delivery of the Tayside Urgent and Unscheduled Care Board's vision to work collaboratively across health and social care to sustainably improve the timeliness, quality and experience of care for people accessing urgent and unscheduled care.

The guiding principles of the Urgent and Unscheduled Care programme are:

- Ensure a true whole system approach.
- Support realistic medicine principles.
- Have services that are safe, affordable and sustainable.
- Ensure equity of provision across Angus.
- Ensure services are built and led around people.
- Ensure people have access to The Right Care in The Right Place at The Right Time.

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, however we have been asked to complete a Winter Preparedness Checklist and a plan for the GP Out of Hours Service.

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 previous winters, infectious disease prevalence including respiratory illnesses 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

The Angus Urgent and Unscheduled Care Steering Group has been established to manage the delivery of the Programme in Angus and meet the ambitions of Care Closer to Home, Community Focussed Integrated Care, Discharge without Delay, Virtual Capacity and Winter Planning.

Summary of achievements to date:

- The development of an ecosystem understanding of urgent care in Angus has allowed us to identify and focus in on different pathways and parts of the system, adopting a Quality Improvement approach to consider what works well, where there are gaps and opportunities for improvement.
- Recruitment of Advanced Nurse Practitioners to support the development of Urgent Community Care Teams.
- Improvements for people accessing urgent care for minor injury and illness.
- Improvements to ensure safe, resilient and sustainable out of hours services.
- Further development of Enhanced Community Support (ECS) guidance to ensure good practice is shared, the aims and key principles of ECS are adopted across Angus and roles and responsibilities are understood.
- Implementation of Angus Discharge Team.
- Development of a whole system improvement plan for discharge planning.
- Communication and engagement activities to ensure staff and patient experience informs improvements and to improve awareness of conditions that require urgent care and how to access urgent care services. [66]
- Continue to work as part of the regional Urgent and Unscheduled Care Programme of work

Winter Plan

The Winter Plan is centred around specific focus areas aimed at proactively preventing and responding to potential disruptions in services. Its primary goal is to ensure that Angus HSCP continues to provide safe and efficient care to our community. These plans are vital for maintaining the quality of care and ensuring that the necessary resources and funding are in place to meet anticipated demand.

However, the upcoming winter season, particularly in 2023/24, may pose greater challenges compared to previous years. One significant challenge is the absence of additional financial support, which has the potential to worsen the pressures on our health and social care system during this period. It's essential to consider these factors in the context of winter, as our health and social care services are typically operating at full capacity. Additionally, there may be reduced availability of staff and facilities due to the impact of winter-related health issues and disruptions caused by adverse winter weather conditions. This presents a substantial risk to all services delivered in people's homes.

4. PROPOSALS

Urgent and Unscheduled Care

It is proposed that the Integration Joint Board acknowledges the progress that has been made in the first year of the Angus Urgent and Unscheduled Care Programme and supports continuation of taking a quality improvement approach to the priorities laid out in our workplan, including; -

- Develop a balanced scorecard with appropriate measures and targets to support performance monitoring activity for Angus Urgent and Unscheduled Care.
- Continue to develop the role of advanced practitioners in Urgent Community Care Team.
- Review minor injury service provision and continue to develop pathways to ensure people can access urgent care for minor injuries when needed.
- Develop and implement a revised model of care for the Out of Hours service.
- Progress implementation of recommendations from My Health, My Care, My Home to ensure people living in care homes can access urgent care in a safe and timely way.
- Continuing to roll out the Integrated Care model and ensure the principles of ECS are embedded across Angus.
- Continue with the implementation of the Whole System Discharge Planning Local Improvement Plan.
- Continue with communication and engagement activities.

Winter Planning

Angus HSCP and Primary Care & Out of Hours (OOH) have completed the Winter Preparedness checklist which is included in the submission for NHS Tayside. This allowed the HSCP to identify areas where further work was required to meet the expectations of Scottish Government.

Below are the specific actions for Angus HSCP. This year's winter period is again expected to be busier due to increased demand across all health and social care services. The primary focus of the winter plan and improvement actions for Angus Health & Social Partnership continues to be ensuring that individuals receive appropriate care, in a timely manner, in the most suitable setting, with the goal of preventing unnecessary hospital admissions and promoting swift discharge when readiness permits. This approach contributes to improved health outcomes and maximises resource utilisation.

Our plan not only involves increasing resources within services but also emphasizes optimizing communication and relationships to make the most efficient use of these additional resources.

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

- Angus is committed to maintaining a Green RAG (Red, Amber, Green) status for Delayed Discharge, with:
 - 3 for acute Ninewells Hospital
 - 12 for all types of delays, including complex cases such as Mental Health, Learning Disability, and Older Peoples Services.
- Conduct proactive daily reviews of delayed patients by case holders and discharge teams across the HSCP, including those in community hospital beds, with support from Local MDT meetings.
- Actively assess social care ensuring efficient use of all resources to support.
- Evaluate service priority and RAG status reports and attendance at the whole system safety and flow huddles to establish effective communication protocols between services and senior managers, ensuring timely identification of potential system pressures and activation of escalation procedures.

Primary Care and Out of Hours

Primary care and OOH will collaborate to enhance community care efficiency and effectiveness, led by strong partnerships with NHS Tayside. We will champion community-based care through multidisciplinary teams, prioritising patient safety.

In OOH, we anticipate a 15% increase in activity and will:

- Use predictive modelling for Nov 2023 - Feb 2024 to match staffing with demand.
- Ensure senior clinical decision makers on all shifts.
- Update service escalation and contingency plans.
- Utilise Near Me video consultations when appropriate.
- Prepare for increased paediatric cases with sufficient GP coverage and Paediatric Advanced Nurse Practitioner.
- Implement robust procedures for inclement weather.
- Partner with NHS 24 and Pharmacy first for patient referrals.
- Provide professional-to-professional advice.
- Support timely responses to care homes.

- Collaborate with mental health services for crisis team access.
- Maintain a heat map for system planning.

There is an operational winter plan for Angus HSCP to support the actions described above.

5. FINANCIAL IMPLICATIONS

As noted previously in report 89/22 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 to meet increased demands throughout the whole year. In the current year the Scottish Government has not allocated any additional funding to support the winter plan.

The Scottish Government previously allocated funding to support Unscheduled Care with some of this funding stream being used to support the OOH service. However, this funding is now used to support the Redesign of Urgent Care and the funding of Flow Navigation Centres.

6. RISK

Risk Description	Inability to recruit and retain appropriately skilled workforce means there is a risk Angus HSCP will be able to develop and sustain its urgent care workforce deliver timely and responsive urgent care
Risk Category	Resource (Workforce)
Inherent Risk Level	Likelihood 5 x Impact 5 = Risk Scoring 25
Mitigating Actions	<ul style="list-style-type: none"> • Angus HSCP Workforce Steering Group provides a dedicated forum where workforce issues can be addressed, and improvement actions undertaken. • An Advanced Practice training programme is under development which will provide development opportunities for the existing workforce
Residual Risk Level	Likelihood 4 x Impact 4 = Risk Scoring 16
Planned Risk Level	Likelihood 4 x Impact 4 = Risk Scoring 16
Approval recommendation	The current risk score has been reduced to 16 which is the planned risk level and considers the oversight of issues by the workforce steering group, mitigating actions being undertaken by the workforce plan and the planned implementation of an Advanced Practice training programme to increase and sustain the advanced practice workforce.

7. EQUALITY IMPACT ASSESSMENT

Equality Impact Assessments will be completed for individual improvement projects and service reviews, where required.

8. 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	x
	Angus Council	
	NHS Tayside	
	Angus Council and NHS Tayside	

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List of Appendices:

Appendix 1 Tayside Urgent and Unscheduled Care Programme Plan on a Page