

## NHS GRAMPIAN

### Approval of the Grampian Winter (Surge) Plan 2019/20

#### 1. Actions Recommended

Board members are asked to approve the Winter (Surge) Plan for 2019/20 which has been prepared with the involvement of key partners in the North East of Scotland.

#### 2. Strategic Context

NHS Grampian develops a Winter (Surge) Plan each year with the aim of minimising the impact of potential increases in activity during the winter period. The Plan is developed in the context of the wider unscheduled care programme and the national Six Essential Actions framework.

The Grampian Winter (Surge) Plan requires to be submitted to Scottish Government following approval by the Grampian NHS Board. The full Plan is shown in Appendix 1, the process for the preparation of the Winter Plan is summarised within the report.

#### 3. Key matters relevant to recommendation

##### Aim of Plan

The Grampian Winter (Surge) Plan consolidates the individual plans of the Health and Social Care Partnerships in Aberdeen City, Aberdeenshire and Moray, and the NHS Grampian Acute Sector. The Plan also includes the arrangements implemented by key partners including NHS24, the Scottish Ambulance Service and local authorities within Grampian.

The Plan sets out the key partnership actions, timescales and planning processes for effectively managing the potential challenges associated with the winter period for 2019/20 and delivering against the national and local targets and standards for health and care. The overall aim of the Plan is to ensure that Grampian 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.

##### Approach

In Grampian there is an established process for winter planning which is undertaken as a year-round planning cycle and incorporates an integrated approach with the application of business continuity principles. Partners, including NHS24, Scottish Ambulance Service, the three Health and Social Care Partnerships and Local Authorities, are key to the process and participate in joint planning workshops and debrief exercises.

It is recognised that winter planning is complex and can be challenging. This is addressed by early planning at local and team level, and by building this into sector, divisional and Board level plans.

This ensures local ownership and understanding of responsibilities, actions and responses to surge levels and scenarios.

As part of the process of preparing the plan a comprehensive process of consultation and review is undertaken as set below.

<b>Date</b>	<b>Format</b>	<b>Committee / Board</b>
<b>16<sup>th</sup> Sept</b>	<b>Draft</b>	<b>System Leadership Team</b>
<b>19<sup>th</sup> Sept</b>	<b>Draft</b>	<b>Grampian Area Partnership Forum</b>
<b>23<sup>rd</sup> Sept</b>	<b>Draft</b>	<b>Grampian Integrated Programme Board for USC &amp; Delegated Services</b>
<b>23<sup>rd</sup> Sept</b>	<b>Draft</b>	<b>Scottish Government</b>
<b>2<sup>nd</sup> Oct</b>	<b>Final Draft</b>	<b>Area Clinical Forum AHP Advisory Committee Area Medical Committee GP Sub Committee Consultants Sub Committee Nursing and Midwifery Advisory Committee</b>
<b>10<sup>th</sup> Oct</b>	<b>Final Draft</b>	<b>Grampian Integrated USC Delivery Group</b>
<b>21<sup>st</sup> Oct</b>	<b>Final Draft</b>	<b>System Leadership Team</b>
<b>7<sup>th</sup> Nov</b>	<b>Final Draft for Approval</b>	<b>Grampian NHS Board</b>
<b>14<sup>th</sup> Nov</b>	<b>Final Approved</b>	<b>Scottish Government</b>

In support of the NHS Grampian Winter (Surge) Plan, support services, sectors and partners across the health and social care system in Grampian (Health and Social Care Partnerships, acute sites, G-MED, NHS 24, Scottish Ambulance Service) prepare annually updated business continuity plans relevant to their own organisations/services. These can include detailed flu responses, business continuity actions and the prioritisation for core service delivery in times of surge, reduced capacity or critical incident, escalation plans, delayed discharge plans and communication plans as appropriate.

Another important step in the planning cycle for winter is the opportunity to learn from previous experience. Many of our predictions and planning assumptions come from reviewing previous years' activity and identifying lessons to be learned. Undertaking this activity allows local teams and services to be clear about what can be improved and how plans can be refined. Doing so in an integrated way across services, sectors and partners enables a supportive forum for sharing experiences and learning across a whole system. A summary of the key learning points from 2018/19 is incorporated in the 2019/20 Plan.

## **Governance**

The high level performance management of the Grampian Winter (Surge) Plan for 2019/20 will be through the Senior Leadership Team which is chaired by the Chief Executive and includes the Chief Officers of the three Health and Social Care Partnerships, the Chief Officer of the Acute Sector and executive directors of NHS Grampian.

Each of the Health and Social Care Partnerships will follow their own local governance arrangements ensuring that the local winter plan and the overarching Grampian Winter Plan are included for discussion on the agenda at relevant meetings.

Performance management of underpinning organisational/sector/service winter plans is undertaken as per agreed mechanisms within local teams and areas. In support of the various plans and to ensure effective communication and integrated working over the winter period, the daily cross system huddle, which has been identified as essential for integrated working, will support business continuity for winter as it would for any surge period.

Routine weekly management information will be reported to the Scottish Government.

## **Key actions within the Plan**

### **1. Framework and Priorities**

- Grampian is committed to an integrated approach to achieving improvement and demonstrating excellence in the 6 Essential Actions Programme locally; significant senior, executive, partnership and operational staff are dedicated to and involved in its delivery. Consequently, this Plan is developed in the context of the 6 Essential Actions and unsurprisingly there are shared priorities, focus and projects as well as partnerships and groups.
- The winter planning framework in Grampian ensures not only that a cross system approach is taken but also that planning assumptions are based on qualitative and quantitative evidence. The planning cycle provides opportunities for shared reflection and learning as well as shared planning; regular data collection results in an intelligence report that offers baseline data to facilitate planning for an improved experience for the coming winter and festive periods.

### **2. Proactive management of patient flow**

- The Safety Brief models across Grampian Acute and Community Hospitals have been further developed throughout 2018/19 and are well established as a daily occurrence with capacity and management data shared across the whole system. This has provided an improved “grip” of the hospital states and creates a management position that is more ready to respond to surges in demand and barriers to patient flow on a daily basis.

- A refresh of the Daily Dynamic Discharge Approach designed to ensure that local teams have everything they need to deliver tangible improvements in patient safety and flow have been supported by the 6 Essential Action Service Improvement managers on both acute hospital sites and in a number of community hospitals. A number of discharge co-ordinator posts across acute sites support timely and effective discharge planning, improving weekend and morning discharges.
- Substantive funding of a dedicated Occupational Therapy Resource in the Emergency Departments at Aberdeen Royal Infirmary (ARI) and Dr Gray's Hospital supports identification, assessment and focused management of the frail elderly at the "front door" of the hospital, and continues to lead to an increase in safe discharges directly from these areas.
- The Integrated Discharge Hub at ARI has developed further since inception in 2016/17 and is staffed by a cross system partnership operational team focused on ensuring appropriate supported discharge for prioritised patients by coordinating an integrated discharge plan and actions. Liaison nursing staff, Older Persons Assessment and Liaison (OPAL) team members, social work colleagues from each of the 3 partnerships and hospital discharge coordinators provide a responsive and timely assessment of complex discharges, 7 days a week. The availability of this service over the festive public holidays will further enhance patient assessment, flow and timely discharge.
- The positive impact seen by the introduction of a Respiratory Bundle of focused interventions to support increased self-management of adult patients with Chronic Obstructive Pulmonary Disease (COPD) in Winter 2018/19 has led to further development and implementation across the Respiratory (COPD) pathway for winter 2019/20 with the aim of reducing the number of respiratory hospital admissions. The model also includes enhanced targeting through direct communication to encourage appropriate vaccination ahead of the winter period

### **3. Surge capacity**

- Those areas that are required to respond immediately to periods of peak demand align staffing rotas accordingly, for example in the Emergency Department and in the Acute Medical Initial Assessment area. All frontline staffing rotas will be complete at the end of October 2018.
- The management of elective inpatient capacity and elective activity is supported by the approved Surgical Resilience Plan, led by a dedicated Divisional General Manager, Divisional Clinical Director and Chief Officer of Acute Sector and is supported by approved local policies for managing elective activity. The aim of the Surgical Resilience plan is to safeguard elective activity (including day case activity) from the impact of winter pressures and ensure the maximised utilisation of elective theatre capacity.

- Plans to provide surge capacity and resource over the winter for the predicted increase in medical admissions are in place, providing an additional 40 beds (4 within the Stroke Unit) ensuring the provision of priority access for cancer and urgent patients whilst endeavouring to maintain the balance between elective and unplanned activity.
- A “Discharge to Assess” approach for patients requiring social care input on discharge from hospital has been introduced. With interim additional social care support being provided by community based rapid response teams, patients’ additional social care needs will be assessed in the community setting, reducing the incidence of delayed discharge.
- The Hospital at Home Service in Aberdeen City and the Aberdeenshire Response Care at Home Team (ARCH) operating across the Community respond to surges in demand by preventing unnecessary admissions, providing augmented care in the patients home, supporting discharge and end of life care.

#### **4. Festive Period**

All organisations and services within Grampian will have in place the following:

- Agreed rotas for the festive period in place by October 2019 which aim to match the forecasted demand.
- Services that support patient safety and flow will continue operational delivery over the public holiday periods
- Business continuity plans which cover the delivery of resilient services over the festive period.
- Regular communication regarding local actions in their surge or winter plans via established channels e.g. safety briefs, cross system huddles, Senior Leadership Team huddles.

#### **5. Testing of the Plan**

- Testing of local plans and of local teams’ understanding of winter responses has taken place in each of the Health and Social Care Partnerships and the Acute Sector. A cross sector event on 12 November 2019 will bring together staff from across the Health and Social Care system, the acute sector and colleagues from Scottish Ambulance Service to test the joint approach that is in place across all the organisations and how the plans dovetail together, how risk is assessed across the board and how Command and Control functions across the joint approach.
- Feedback from these events has been very positive and staff welcome the opportunity to practise response arrangements as well as the chance to identify any gaps in planning ahead of winter.

## 6. Allocation of resources

In addition to the funding allocations made by Scottish Government for unscheduled care and winter resilience, there has been significant local investment made in Grampian by the NHS and the Health and Social Care Partnerships to improve responsiveness and resilience ahead of Winter 2019/20.

## 7. Communication

Communication Plans for 2019/20 will be agreed and implemented between October 2019 and January 2020 with the aim of:

- promoting winter health and reducing pressure on local services
- encouraging individuals to take responsibility for their own health and seek advice appropriately via the *Know Who To Turn To* (KWTTT) Campaign
- supporting local winter health priorities such as respiratory health via the 'Don't waste a Breath' and Antibiotic campaigns
- adding value to existing national campaigns such as flu and pneumococcal immunisation<sup>1</sup>

## 4. Risk Mitigation

The implementation of a comprehensive Winter (Surge) Plan will mitigate Strategic Risk 851 – Delivery strategies are not aligned to meet the future needs of the population.

## 5. Responsible Executive Director and contact for further information

If you require any further information in advance of the Board meeting please contact:

### Responsible Executive Director

Adam Coldwells  
Interim Director of Strategy & Deputy  
Chief Executive  
[adam.coldwells@nhs.net](mailto:adam.coldwells@nhs.net)

### Contact for further information

Kate Livock  
6 Essential Actions Programme  
Manager  
Modernisation Directorate  
[katelivock@nhs.net](mailto:katelivock@nhs.net)

**25 October 2019**

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<sup>1</sup> The Grampian Flu Immunisation Programme commenced on 1 October 2019. This will run in conjunction with both the national immunisation and the national publicly programme. The flu vaccination publicity campaign to encourage NHS staff, particularly those directly involved in patient care, as well as social care staff, including those working in care homes commenced at the end of September.