



INTEGRATION JOINT BOARD

Date of Meeting	3 rd September 2019
Report Title	Aberdeen City Health & Social Care Partnership Winter Plan 2019/20
Report Number	HSCP19045
Lead Officer	Sandra Ross (Chief Officer)
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Consultation Checklist Completed	Yes
Directions Required	No
Appendices	One – Partnership Draft Winter Plan

1. Purpose of the Report

1.1. The Aberdeen City Health and Social Care Partnership is required to develop a “Winter Plan” each year to reflect arrangements to support activity over the winter period. The draft Winter Plan before the IJB for period 2019/20 is contained in Appendix One to this report.

1.2. This report to the IJB:

- Gives a brief description of the context and process behind the creation of the current Winter Plan for the Partnership;
- Documents the testing arrangements put in place regarding the 2019/20 Winter Plan;
- Sets out the monitoring arrangements for the Winter Plan.



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2. Recommendations

2.1. It is recommended that the Integration Joint Board:

- a) Review and approve the 2019/20 Winter Plan for the Aberdeen City H&SCP (Appendix One) and instruct the Chief Officer to send the Plan to NHS Grampian for inclusion in the Grampian wide Winter Plan.
- b) Endorse the review arrangements for the Aberdeen City H&SCP Winter Plan for over the 2019/20 winter period (as set out in section 3).
- c) Authorises the Chief Officer to commit any money received from the Scottish Government for the winter plan 2019/20, should such monies be received.

3. Summary of Key Information

Context & Process

- 3.1. The winter period can be challenging for health and social care services. Demand for services can be very high and the ability and capacity of teams and resources to respond is often tested. To address such challenges the Scottish Government has directed Health Boards to undertake robust winter planning that is shared and coordinated with partners in Health and Social Care Partnerships.
- 3.2. As part of its contribution towards this process, the Aberdeen City H&SCP is required to create its own Partnership specific Winter Plan. The plan needs to set out how the Partnership is prepared for this winter to minimise any potential disruption to its services, patients/clients and informal carers. The plan also must ensure safe and effective care for patients/clients and that there are effective levels of capacity and funding in place to support service delivery and expected activity levels.
- 3.3. Resultantly, a draft Winter Plan has been created (see appendix one) which documents various actions and activities to ensure the continuity of the Partnership's own services and its links with the wider health and social care system.



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- 3.4.** The entirety of the City Partnership's Senior Leadership Team (reflecting all services within the scope of the Partnership), has contributed to and approved the current draft of the Winter Plan before the IJB. This was through both a 'debrief and learning' session looking at the past winter (2018/19) and subsequent 'workshop' style drafting session for the current Winter Plan. These sessions also included key operational staff who contributed to both the debrief and drafting workshop sessions.
- 3.5.** Although the winter plan is for the Health and Social Care Partnership and its services, there has been wider consultation, with Bon Accord Care being briefed on developments, alongside bodies such as Scottish Care participating in the workshop process.
- 3.6.** In addition, a draft version of the current Winter Plan was also provided to NHS Grampian, as a body, for their consideration on 30th July 2019.
- 3.7.** The City Partnership's Executive Programme Board reviewed the winter plan and operationally approved it on 14th August 2019.
- 3.8.** The Audit and Performance Systems Committee of the Aberdeen City IJB received a report on the 20th August 2019 outlining key findings/learning from the debriefs from winter 2018/19. This covered national, Grampian and Aberdeen City specific learning.
- 3.9.** If approved by the IJB, the City H&SCP Winter Plan will be sent onwards to NHS Grampian, in time for them to submit their full Grampian wide document to Scottish Government by their deadline of 31st October 2019.

Winter Plan Testing

- 3.10.** A City Partnership specific test was held on 13th August 2019. This independently facilitated exercise focussed purely on the City Partnership's Winter Plan, using a realistic but fictitious test scenario involving increased demand during a period of severe/inclement weather. Any learning from this test has either been incorporated into the current draft of the Winter



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Plan before the IJB, or passed on to the relevant operational teams to action.

- 3.11.** A test of the full Grampian wide Winter Plan – based on drafts of Winter Plans from the Acute sector and City, Shire and Moray Partnerships will be conducted in September/October 2019. The City Partnership will participate fully in this test as well and will make any necessary adjustments as result of learning that arises from the Grampian wide testing.

Ongoing Monitoring and Review

- 3.12.** It is brought to the IJB's attention that the Aberdeen City H&SCP Winter Plan will be a standing item at the City Partnership's monthly Leadership Team meeting. This will ensure that the Winter Plan is being implemented and is appropriately managing demand pressures as winter 2019/20 progresses.
- 3.13.** Specific elements of the Winter Plan (such as delayed discharges, patient flow, vacancy/sickness reporting etc), will be monitored more frequently – as documented in the detail of the plan itself.

4. Implications for IJB

4.1. Equalities

The patients/clients of the services of the City H&SCP are disproportionately older adults and adults with chronic illness and/or long-term disabilities. Whilst 'age' and 'disability' are protected equality characteristics, it is not anticipated that there will be anything other than a positive impact for both groups via improved preparedness over the winter period.

4.2. Fairer Scotland Duty

There are not anticipated to be any Fairer Scotland Duty implications relating to this report.



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4.3. Financial

There are no unfunded financial implications within this paper and appendix. Any Winter Planning arrangements are either already funded via previously agreed budgets or have specific funding and governance already attached to them (e.g. 6 Essential Actions monies, delayed discharge funds etc).

It should be noted that the Scottish Government has, in previous years, provided dedicated funding to health boards and their aligned health and social care partnerships to support winter preparedness. There has been no confirmation, yet, as to whether such funds will be provided for winter 2019/20. If such funds were to be made available, the partnership would review its winter planning activities accordingly.

4.4. Workforce

There only potential workforce implication relating to this paper and its appendix is the intention for the Partnership to review its needs regarding public holiday working over the winter period. Any proposed changes that arise from such a review would follow normal protocols and HR guidance.

4.5. Legal

There are no legal implications related to this paper and its appendix.

4.6. Other

No other implications.

5. Links to ACHSCP Strategic Plan

5.1. The Partnership's Strategic Plan set a very clear intention to shift the balance of care to community-based models. The Winter Plan's focus on ensuring flow out into the community from hospital, alongside sustaining individuals at home during winter is congruent with this goal.

5.2. Additionally, given the strategic plan's focus on supporting staff to deliver high quality services, the Winter Plan's focus on ensuring continuity of provision despite seasonal challenges is very relevant.

6. Management of Risk



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6.1. Identified risks(s)

There are significant risks, both operational and reputational, for the Partnership if it does not have an accurate, comprehensive, and realistic Winter Plan. This includes:

- Delay/failure of service provision and inability to meet organisational and statutory responsibilities.
- Increased costs due to last minute spending to ameliorate system failures and capacity issues.

6.2. Link to risks on strategic or operational risk register:

From the Partnership's Strategic Risk Register:

"There is a risk that there is insufficient capacity in the market (or appropriate infrastructure in-house) to fulfil the IJB's duties as outlined in the integration scheme. This includes commissioned services and general medical services."

This is currently graded as a "High" risk on the Strategic Risk Register.

6.3. How might the content of this report impact or mitigate these risks:



If the Partnership has an appropriate Winter Plan, it offers the opportunity to mitigate and manage predictable risk in a considered manner. This would therefore improve service delivery in difficult periods and minimise unexpected and/or unplanned costs.

It should be noted that presently the risk of "insufficient capacity" on the strategic risk register remains high, and that the measures outlined in the 2019/20 winter plan only offer partial mitigation of this. This is due to the



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current pressures and capacity concerns within both the hospital and social care systems.

Approvals	
	Sandra Ross (Chief Officer)
	Alex Stephen (Chief Finance Officer)