



Aberdeen City Health & Social Care Partnership

A caring partnership

Surge, Capacity Planning and Festive Preparedness Aberdeen City Health & Social Care Partnership 2019/20

Last Updated: August 2019

Action	Outcomes	Deadline	Update	Lead
RESILIENCE				
Initial Response for surge planning/resilience will be Senior Manager on Call with escalation to Chief Officer (as appropriate)	One point of contact with clear line of escalation to ensure decision making accountability. Clear and understood links between Senior Manager on Call and existing out of hours support arrangements.	In place.		Leadership Team
Ensure everyone aware of on call arrangements and rota	Senior Managers in the Partnership aware of on call arrangements and which senior staff are providing cover during Christmas and New Year.	On call arrangements to be locked by end of October 2019.		Business Manager

	<p>This will include any 'deputising' arrangements for those managers who are on leave.</p> <p>Key contacts for all professions will be made available.</p>	<p>Key professional contacts already in Senior Manager on Call folder.</p>		
<p>Senior Manager On call folder is up-to-date, and contains accurate and relevant information for any immediate or emergency response required across the Partnership</p>	<p>Appropriate information is up to date in the Senior Manager On Call folder – allowing for timely and appropriate emergency response across Partnership services.</p> <p>This will include appropriate action cards etc.</p>	<p>In place.</p>	<p>On Call folder was reviewed, updated and distributed to SMOCs, Chief Officer March 2019.</p> <p>Folder regularly reviewed and information updated as and when required.</p>	<p>Buildings and Administration Team (for physical updating of material/folder)</p> <p>Senior Operational Leads (will determine material requiring updating)</p>
<p>Overall H&SCP business continuity plan reviewed annually</p>	<p>Business Continuity Plans (BCP): Services will undertake Business Impact Analyses including Surge Planning which will feed in to overall Community Health and Adult Social Care BCPs. This will ensure that BCP's are responsive to current circumstances and fit for purpose over winter 2019/20</p>	<p>Reviews to be complete by 31st October 2019.</p>	<p>All services have now completed BIAs apart from Nursing + 2C GP Practices, however these should be available by the end of September 2019 at the latest.</p>	<p>Partnership Business Manager (Partnership Wide)</p>

<p>Each service to have festive staffing requirements established by end of October 2019</p>	<p>Each service is clear regarding its staffing requirements over the winter period and has identified appropriate staff to ensure service continuity. Information shared appropriately across the H&SC Partnership and wider health and social care system [including social care providers].</p> <p>Leave arrangements are coordinated appropriately across the partnership to ensure staffing levels can accommodate not only planned leave, but any contingencies (sickness etc).</p>	<p>Staffing requirements available for scrutiny by Leadership Team by 31st October 2019.</p>	<p>Agreed at Leadership team on 24th July 2019.</p>	<p>Senior Operational Leads</p>
<p>All staff (across the Partnership) are fully briefed on adverse weather policies</p>	<p>Ensures access to work maximised in poor weather for all relevant staff.</p> <p>Ensures consistent message relating to adverse weather is communicated to partnership staff.</p>	<p>In place.</p>	<p>Procedures/process already in place.</p> <p>SMOC's are all subscribed to Met Office and SEPA alerts.</p>	<p>Via NHS Grampian and Aberdeen City Council established process for adverse weather communication.</p>
<p>Winter Planning to be a standing item on key groups within the Health and Social Care Partnership</p>	<p>Risks monitored regularly and managed effectively via monthly Leadership Team.</p>	<p>From 31st October 2019.</p>	<p>Agreed at Leadership Team meeting of 24th July.</p>	<p>Leadership Team</p>

Partnership actively participating in 'Care for People' group which reports to the Local Resilience Partnership.	Partnership fully integrated into any emergency planning and response arrangements.	In place. [6 monthly update to Chief Officer]	Partnership representatives now sitting on group	Senior Support Manager Partnership Business Manager
Partnership will review number and type of staff deployed to work on Public Holidays over the winter 2019/20 period.	Maximise staff available for immediate response + attempt to minimise the noted surge in demand that occurs post public holidays.	31 October 2019	Relevant individual service areas currently reviewing.	Leadership Team members
Partnership will systematically review its operational risk register prior to winter 2019/20 to highlight areas of difficulty/weakness.	Significant areas of risk that may impact on service delivery over winter 2019/20 will be identified and escalated to Senior Management for action prior to winter commencing.	31 October 2019	The Leadership Team is currently reviewing its Operational Risk register, ensuring that the risks are identified through scrutiny of performance information data linked to the Strategic Plan.	Business Manager Leadership Team
Partnership will review all GP practices using established RAG (Red Amber Green) risk assessment tool prior to winter 2019/20 to	Any significant GP Practice vulnerabilities that may impact on service delivery over winter 2019/20 will be identified and escalated to Senior Management for action prior to winter commencing.	31 st October 2019	Clinical Director confirmed this action will be undertaken again prior to winter 2019/20	Clinical Director

highlight areas of concern.				
Partnership will timetable its workload and activities so that operational work is prioritised during winter surge period.	Non-operational workload for staff and managers will be reduced in times of peak demand – meaning resources are fully deployed to meet pressures and demand.	Throughout winter/surge period 2019/20 [primarily December 2019 / January 2020]	Agreed at Leadership Team meeting of 24th July.	Partnership's Leadership Team
Partnership will establish links with Aberdeen City Council's roads and footpath maintenance.	Ensures joined up and agreed priorities relating to winter road and walkway gritting.	In place.	Partnership has contacted ACC Roads Operation Manager – will be included in discussions around winter maintenance for 2019/20.	Service Manager, Hospital Social Work

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COMMUNITY HEALTH				
Ongoing Participation in the Grampian Whole System Huddle	All stakeholders are clear about the state of play across the system and able to be proactive in the management of surges in activity. Escalate if necessary.	In place. [Daily weekday meeting]	Partnership representation at huddle in place and ongoing.	Head of Service, Specialist Older Adults and Rehabilitation
Older Persons Assessment and Liaison (OPAL) Team may be directed to areas of pressure in times of surge.	Good practice in relation to right place, right time, right person. Will support decision making about admissions and transfers. Will optimise synergies with Acute Care at Home now that it is operational.	In place. [Weekly review]	Regular joint meetings of Partnership staff and Acute Unit Operational Manager with responsibilities for OPAL established for priority setting.	Head of Service, Specialist Older Adults and Rehabilitation
Participation in robust discharge/flow planning as part of the NHSG Acute Unscheduled Care (6 Essential Actions) Group.	Resolution of structural matters relating to Unscheduled Care.	In place. [Monthly meeting]	Partnership representation established at NHSG Unscheduled Care Group (both Grampian wide and Acute Specific).	Head of Service, Specialist Older Adults and Rehabilitation Service Manager, Hospital Social Work
Partnership employed Pharmacy staff have	Clear arrangements are in place to prioritise key areas of service	In place.	Confirmed with Lead Pharmacists that in	Pharmacy Leads

an up-to-date and live "Prioritisation of services during pre-surge, surge and recovery" protocol.	delivery for pharmacy staff in times of surge.		place and live ready for winter 2019/20	
Acute Care at Home Team will use links with existing related services and offering of additional hours to staff to provide additional surge capacity if required.	Team will use existing 'workload sharing' arrangements with other services and sessional/bank/additional hours arrangements to provide additional support if significant demand pressures are noted.	In place.	Confirmed with Acute Care at Home Team Leader on 10-07-2019	Team Leader, Acute Care at Home
GP Practices set up to flex and offer additional "on the day" appointments based on actual demand fluctuations/surge.	Partnership will support GP practices to adjust proportion/volume of appointments to reflect the 'live' demand pressures during surge.	Ready to implement by 1 st December 2019. [Weekly review during winter]	Clinical Director has confirmed that GP's will deliver this on a practice by practice basis based on presenting demand.	Clinical Director
Optimise Pulmonary Rehab (PR) capacity via: - admin staff aligned to optimise fill rate - review of PR model and capacity - use of Technology Enabled Care to support PR	Increase in PR class fill rates. Increase in PR participation and completion. Contribute to reduced admissions/reduced bed days for COPD conditions.	Ongoing from now until 31st March 2020	Pan-Grampian Respiratory bundle supported for a further year 2019/20 by Chief Officers Group	Partnership AHP Lead Partnership Physiotherapy Lead NHS Grampian Modernisation

West Visiting Service expanding to other areas of City.	Increase in capacity in primary care services/support as West Visiting Service expands to other locations.	As recruitment allows	Recruitment underway for additional staff to support expansion	Clinical Director
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SOCIAL CARE				
Provide interim bed capacity for hospital discharges during winter pressures.	Care Home Bed capacity (20 social care beds) reserved specifically to support discharges and improve flow out of hospital.	1 st December 2019	Bed capacity identified in care home sector for interim beds going forward from December 2019 onwards.	Service Manager, Hospital Social Work
Vary allocation of interim social care beds to support cross system pressures.	Interim beds (which are dedicated to supporting discharge) can have their priority criteria varied to reflect cross system demand.	1 st December 2019 [Daily review]	Procedures governing allocation of interim beds will be updated again to confirm cross-system response to pressures.	Head of Service, Specialist Older Adults and Rehabilitation Service Manager, Hospital Social Work
Provide interim Sheltered and Very Sheltered Housing properties to support hospital discharges	5 Very Sheltered Housing Flats will be reserved for those requiring support/care/accommodation on discharge from hospital.	1 st November 2019	Business Case for interim VSH drafted – approved by Executive Programme	Service Manager, Hospital Social Work

during winter pressures.	Also exploring use of Sheltered Housing "Guest Flats" to support further flow out of hospital.		Board on 14th August as start of approvals. Occupational Therapy staff currently reviewing sheltered housing guest flats for feasibility of use.	
Care Home Business Continuity Plan Check/Review	A check that all care homes have in place appropriate Business Continuity Plans as per their contract, prior to any winter/seasonal pressures.	1 st December 2019	In progress.	Partnership Business Manager (in conjunction with Aberdeen City Council Commissioning, Procurement and Contracts Team)
Prioritisation and Triage of all homecare provision for patients/clients.	Ensures that those in greatest need (including hospital-based delays) have any care at home capacity directed to them on a priority basis.	In place [Daily review]	Arrangements now in place for staff to consistently triage and update client care requirements – ready for winter.	Service Managers, Community Care Management
Provide 'step up' bed capacity within the care home sector to divert inappropriate prospective hospital admissions	Additional care home bed capacity reserved to support diversion from hospital – preventing inappropriate admissions at times of surge.	1 st December 2019.	Going out to market in August to see if there is interest from Care Homes in providing this.	Service Managers, Community Care Management
Review of systems and opportunities for	Expected outcome would be better opportunities to meet	1 st December 2019		Partnership Lead Commissioner

collaboration between independent and third sector providers and ACHSCP staff to identify opportunities to release capacity over winter.	identified need through release of capacity, providers working collaboratively to release capacity and ensure efficiency.			
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Action	Outcomes	Deadline	Update	Lead
SEASONAL FLU, STAFF PROTECTION, AND OUTBREAK RESOURCING				
All Partnership staff have easy and convenient access to the seasonal flu vaccine – including access across work settings/employer – and are encouraged to avail themselves of it.	Reduction of staff absence due to flu.	As vaccine available.	Link now established with Flu Advisory Group Pending decision still r.e. ACC staff flu access.	All Partnership Managers Occupational Health Service Flu Advisory Group
Encourage targeted patient groups to access the flu vaccination.	Spread of the virus will be contained and influenza related demand will be reduced	As vaccine available.		NHSG Public Health and Primary Care
HSCP has an up-to-date 'Major Infectious Diseases Plan' which outlines HSCP actions / response in the event of a pandemic being declared.	Management of outbreak arrangements are responsive to current circumstances and fit for purpose over winter 2019/20	In place	An exercise regarding Flu and prophylactic plans/triage will be put in place. This will include GP's. There would be demonstration regarding the software system that would be used/flu line etc. Invitations will be sent out to test system – potentially September 2019.	Business Manager

			It was also agreed that all BIAs must include flu planning.	
HSCP has an up-to-date Mass Prophylaxis Centre (MPC) / Antiviral Collection Point (ACP) Operational Plan	Management of Prophylaxis and Antivirals is appropriate and responsive to any circumstances over winter 2019/20.	In place	Awaiting information on National Flu Line via NHSG – NHSG organising exercise in September 2019 to test.	Business Manager
Social Care voluntary and independent providers fully integrated into staff vaccination campaign	To ensure that all social care employers in the city are fully briefed and aware that their staff can access for free flu vaccinations via multiple routes (pharmacy etc)	In place.	Link established with Flu Advisory Group to support social work/care contact.	Service Manager, Hospital Social Work
Informal carers have free flu vaccination campaign promoted to them to support uptake.	To ensure that informal carers with Aberdeen City are aware that they can access the free flu vaccination.	31 st October 2019	Links made between Flu Advisory Group and VSA Carers Support Service – direct marketing and promotion to this group being put in place.	Service Manager, Hospital Social Work
Appropriate Communications out to all Partnership Staff – r.e. not spreading infection etc	Ensures that the appropriate infection control messages go out to all partnership staff consistently (social care and health).	In place.	Link established with Infection Control contacts to ensure that publicity messages go to all relevant staff.	Service Manager, Hospital Social Work
Public Facing Communication for winter – expectations,	ACHSCP Staff, Partners and Public are aware of "Winter Plans" and able to take appropriate	October 2019	ACHSCP awaiting content of national Winter Planning	Business Manager

responsibilities etc. are customised for Partnership 'audience'.	preventative/preparatory actions e.g. flu vaccination.		Campaign to co-ordinate and support activity	Senior Support Manager Partnership Lead Commissioner
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MANAGEMENT INFORMATION				
Daily management data collated for in-patient beds and intermediate care within the City Partnership to enable a real time 'handle' on flow; to facilitate escalation as appropriate.	Tracking of flow, unmet demand and an agreed threshold for formal escalation.	In place. [Daily weekday updates]	In operation as of now.	Head of Service, Specialist Older Adults and Rehabilitation
Regular identification of vacant care home capacity within the City + ability to increase checks on capacity when needed.	Weekly report on where, if any, there are places available in care/nursing homes to prevent hospital admissions and promote interim discharge arrangements. [Frequency of checks can be increased in times of surge]	In place. [Weekly updates as standard, but can vary based on demand/pressures]	In operation as of now.	Service Manager, Community Care Management Service Manager, Hospital Social Work
Weekly management data provided on volume of patients who are admitted/delayed in hospital + reason for delay.	Quick identification of flow issues relating to discharge delays + admission demand across the hospital estate. Escalation and reaction can occur quickly.	In place. [Weekly updates]	In operation as of now.	Service Manager, Hospital Social Work and Health Intelligence Staff
Regular review of H&SCP staffing status – vacancies/sickness	Identification of staffing issues at an early point + immediate forum to look at resolution of concerns.	In place.	Agreed at Leadership Team meeting 24th July.	Leadership Team

etc – via Leadership Team.	Sit reps for areas of concerns will be implemented if Leadership team feels needed – to be fed to monthly leadership meeting (or more frequently as needed).			
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SIGN OFF AND GOVERNANCE				
Appropriate sign off of finalised Winter Plan – via Chief Officer and the Aberdeen City IJB.	Winter Plan is given independent scrutiny and analysis	3 rd September 2019	To be reviewed by IJB on 3rd September 2019.	Chief Officer Service Manager, Hospital Social Work
Review of the Winter Plan and its implementation will be via the Partnership's Leadership Team	Assurance is sought (and remediated if not available) that winter plan is appropriate to circumstances and is being implemented fully.	Commences October 2019 onwards	Standing item in place as of October's Leadership Team.	Leadership Team

Key Roles / Services Integrated into Planning Process		RAG	Further Action/Comments
Senior Leadership Team (Partnership)	☒	G	Consulted via Leadership Team 24-07-2019 [Document confirmed and ratified at Executive Programme Board on 14-08-2019]
Nursing Leads / Medical Leads (Partnership)	☒	G	Consulted via Leadership Team on 24-07-2019
AHP Lead (Partnership)	☒	G	Consulted via Leadership Team on 24-07-2019
Pharmacy Leads (Partnership)	☒	G	Via Lead Pharmacists on 07-05-2019
Clinical Lead (Partnership)	☒	G	Consulted via Leadership Team on 24-07-2019
Mental Health Lead	☒	G	Consulted via Leadership Team on 24-07-2019
Lead Social Worker	☒	G	Consulted via Leadership Team on 24-07-2019
Chief Officer (Partnership)	☒	G	First draft passed to Aberdeen City Chief Officer on 26-06-2019. Also signed off as part of submission to IJB.

NHS Grampian	<input checked="" type="checkbox"/>	G	First draft passed back to NHSG for consideration as part of their overall winter plan on 30-07-2019. Revised draft will be sent on for consideration as part of draft Grampian winter plan. Final approved version to be sent post IJB approval on 03-09-2018.
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