



INTEGRATION JOINT BOARD

Date of Meeting	27 January 2021
Report Title	Grampian Health and Social Care COVID-19 and Winter (Surge) Plan 2020/21
Report Number	HSCP21.010
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Consultation Checklist Completed	Yes
Directions Required	No
Appendices	A. Grampian Health and Social Care COVID-19 and Winter (Surge) Plan 2020/21

1. Purpose of the Report

1.1. This report presents the Grampian Health and Social Care COVID-19 and Winter (Surge) Plan 2020/21 which has been prepared with the involvement of key partners in the North East of Scotland and is contained in Appendix A. The plan was approved at the NHS Grampian Board meeting on 14th January 2021. It should be noted that the plan is a live document and NHS Grampian continues to engage and seek input on the plan. The main purpose of bringing the report to the Integration Joint Board (IJB) is to show Aberdeen City Health and Social Care Partnership's contribution to the whole system response.

2. Recommendations

2.1. It is recommended that the Integration Joint Board (IJB):

- a) The IJB is asked to approve the Grampian Health and Social Care COVID-19 and Winter (Surge) Plan 2020/21.



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b) The IJB is asked to note the opportunity to input to the plan.

3. Summary of Key Information

- 3.1.** The attached Grampian Health and Social Care Winter (Surge) Plan for 2020/21 is an overarching document for the Acute Sector of Grampian and the three Health and Social Care Partnerships (HSCPs) in Aberdeen City, Aberdeenshire and Moray. It is informed by the local Winter/Surge Plans for each of these areas and has been developed in collaboration with key partners.
- 3.2.** In response to Scottish Government guidance on Winter planning and preparedness (26 October 2020), the Winter (Surge) Plan sets out the planning and preparations that have taken place across the health and social care system, building on actions outlined in the Grampian Remobilisation Plan (August 2020 to March 2022) and which are ongoing at a local operational level in each sector. The plan reflects the system-wide ongoing emergency response to managing COVID-19.
- 3.3.** In preparing for Winter 2020/21, key partners committed to:
- Plan, direct and assure an integrated whole system response – implementing an agreed Winter COVID-19 Tactical Operating Model (WR-TOM) with clear trigger, escalation and decision points.
 - Continue ongoing remobilisation of services for as long as it is possible to do so.
 - Continue to build on positive changes made across the system during the response to the first phase of the COVID-19 Pandemic to transform how care is delivered, moving unscheduled care to scheduled care.
 - Continue to identify areas of focus and learning from the preceding 2019/20 Winter and last nine months with increased emphasis on maximising use of digital health, Hospital at Home, Pharmacies and an evolving role for primary and community care with care provided closer to home.
 - Implement redesigned frailty and respiratory pathways and associated new developments under the Operation Home First Programme.
 - Ensure local implementation of 'single point of access' for urgent care through NHS 24 to the new Flow Navigation Centre for early clinical decision making.



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- Ensure an integrated approach in taking forward recommendations within the Scottish Government's Adult Social Care Winter Preparedness Plan 2020-21.
- 3.4.** The aim of plan is to set out the key actions required across the system, timescales and planning processes which will enable us to be as prepared as possible to effectively manage the significant challenges ahead posed by the ongoing pandemic in addition to Test and Protect, mass vaccination, care home support and the 'normal' seasonal pressures during Winter 2020/21.
- 3.5.** This Plan is informed and guided by a number of sources as well as discussions locally and nationally and the knowledge and experience gained over the last nine months to assess winter risk and agree shared approaches.
- 3.6.** The COVID-19 pandemic has impacted on our usual winter planning processes and subsequently the timeline for development and approval of this draft Winter Plan. The ongoing emergency response to the pandemic in addition to other winter pressures mean this draft plan will remain a live document as it is acknowledged some aspects will continue to evolve in line with the emergency response.
- 3.7.** NHS Grampian will therefore continue to engage and seek input on the plan and any updates required from various groups and committees including the System Leadership Team, Grampian NHS Board, the three IJBs and the Area Clinical Forum and constituent professional advisory committees.
- 3.8.** High level performance management of the plan will be through the System Leadership Team (Programme Overview Group) which is chaired by NHS Grampian's Chief Executive and includes the Chief Officers from each of the HSCPs and the acute sector as well as executive team members from NHS Grampian.
- 3.9.** Operation Snowdrop has been implemented across NHS Grampian from 2nd November 2020. The three HSCPs are key partners within Operation Snowdrop. It is anticipated that Operation Snowdrop will remain in place through to Spring 2021 with the aim of maintaining our whole system approach in response to the ongoing pandemic and additional challenges and pressures the winter period is likely to present for us all.



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4. Implications for IJB

4.1. Equalities

This report has a neutral to positive impact on the IJBs duty in relation Equalities.

4.2. Fairer Scotland Duty

This report has a neutral to positive impact on inequalities of outcome which result from socio-economic disadvantage.

4.3. Financial

Financial implications in relation to the delivery of the Aberdeen City commitments in the Winter (Surge) Plan are already accounted for within the existing IJB budget.

4.4. Workforce

The Aberdeen City aspects of the Winter (Surge) Plan will be delivered by the existing workforce.

4.5. Legal

There are no direct legal implications arising from the recommendation in this report.

4.6. Covid-19

The Winter (Surge) Plan forms a key part of our response to the Covid-19 pandemic.

4.7. Unpaid Carers

There are no specific implications for unpaid carers arising from the recommendation in this report.

4.8. Other

There are no other implications relevant to this report.

5. Links to ACHSCP Strategic Plan

5.1. The Winter (Surge) Plan relates specifically to the delivery of services during the winter period however it contributes to the overall delivery of the



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IJB Strategic Plan particularly the aims of Prevention, Resilience and Personalisation. Vaccinations aim to prevent ill-health and reduce demand for services. Winter Planning helps build a resilience in the system to cope with increased pressure. Despite the increased pressure Winter inevitably brings we aim to continue to deliver personalised services that best meet people’s needs.

6. Management of Risk

6.1. Identified risks(s)

There is a risk, that if we do not adequately plan for winter surge, particularly this year when pressure from Covid-19 remains significant, demand will outstrip capacity, services will be overcome and clients and patients will not receive the immediate and high quality services they expect.



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

This report links to Strategic Risk 5: There is a risk that the IJB, and the services that it directs and has operational oversight of, fail to meet both performance standards/outcomes as set by regulatory bodies and those locally-determined

This risk is currently sitting at Medium.

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

By planning to cope with winter surge, and monitoring the effectiveness of that planning, we aim to mitigate the adverse impact the combined effect of winter surge and covid-19 pressure has on service delivery.

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