



**Surge Plan and Risk Assessment 2022**

Key Action	Date Started	Delivery Deadline	Lead Officer	RAG Status	Progress/Comments
<b>Prevention and Anticipating Demand</b>					
Deliver Covid and Flu Vaccinations		31/12/22	Lead for People and Organisation and Lead Nurse		Significant promotional efforts ongoing to maximise take up from eligible staff . Operational delivery of autumn / winter vaccination programme 'on track' if required to offer appointments by Christmas, but if Scottish Government instruct acceleration of delivery by 5 December. There is a significant staffing gap at present to deliver to this timescale
Major Infectious Diseases Plan		31/10/22	Business and Resilience Manager		NHSG are in the process of reviewing their Major Infectious Diseases Plan. The 3 Health and Social Care Partnerships will feed into this Plan.
Identify and risk assess particularly vulnerable people in Aberdeen City (including People At Risk Database (PARD))		31/10/22	Social Work Lead/Business and Resilience Manager		Aberdeen City PARD Working Group meeting to identify all relevant data sets for PARD. Aim to have a working draft in place and tested by end of October, 2022.
Create links to receive early warning of adverse weather events		30/09/22	Business and Resilience Manager		All Senior Managers On Call (SMOC's) have access to the Met Office and Scottish Environment Protection Agency (SEPA) early warning alerts. Further reminder to be issued. Senior Leadership Team (SLT) have an agreed process when amber and red weather warnings are received.
Create links with Aberdeen City Council (ACC) roads in relation to prompt clearing of designated roads and pathways		30/09/22	Business and Resilience Manager		ACC have a priority route plan, which outlines specific roads that are



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					prioritised. Good links with Roads and Flooding team at ACC.
Continued delivery of targeted Stay Well Stay Connected and Public Health initiatives		31/10/22	Lead for Strategy and Transformation		Collectively the Public Health Co-ordinators, Health Improvement Officers, and Wellbeing Coordinators continue to deliver initiatives in relation to Mental Health & Wellbeing, Poverty, Social Exclusion, Inequalities, Diet, Physical Activity, and cognitive decline helping to keep people as well as they can be and hopefully avoid the need for support from Aberdeen City Health and Social Care Partnership (ACHSCP) formal services
<b>Operational Resilience</b>					
Review SMOC and Manager on Call (MOC) arrangements and ensure resilient cover over public holidays and festive period.		31/10/22	Business and Resilience Manager		SMOC and MOC arrangements currently being reviewed. SLT have agreed to remove the MOC rota having been assured that controls and actions are in place to meet demands. SLT are to make decisions on future SMOC arrangements in October 2022. Started process of arranging SMOC cover for festive period.
Ensure regular arrangements for Situational Awareness (Daily Huddles)		30/09/22	Business and Resilience Manager		Daily Operational Leadership Team huddles are in place Mon-Fri, with weekend huddles being chaired by the SMOC on Sat and Sun. These arrangements will allow discussion around any resilience matter on a daily basis (e.g. weather warnings)



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Ensure regular arrangements for access to system wide awareness and support		30/09/22	Business and Resilience Manager		Additional resilience support is in place (shared resource with ACC). Agreement to more closely align training and awareness for SMOC's and DERC's. Daily Operational Leadership Team huddles are in place Mon-Fri, with weekend Partnership huddles being chaired by the SMOC on Sat and Sun. The SMOC also attends the Daily OLT meetings as well as attending the twice daily "Daily System Connect" meetings (Mon to Fri) and the weekend equivalent which allows for the system wider awareness and support aspect.
Review Business Continuity Plans (In-House Services)		31/10/22	Senior Leadership Team		All NHSG and ACC service Business Impact Analysis have been updated and overarching ACHSCP Business Continuity Plan being updated to incorporate these. Presently the other business continuity documents are being reviewed/updated and should be completed by the end of October. These include the Response and Recovery Plan, Lockdown Plan, SMOC Guidance etc. The Control Room Operating Guide is being updated to reflect the move to a virtual operation.
Review Business Continuity Plans (Commissioned Providers)		31/10/22	Commissioning Lead		Work is ongoing with the Oversight group and providers at the weekly provider forum to ensure continuity plans and winter preparedness is discussed and actioned. Each provider



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					has their own continuity plan with an expectation that they will cascade to their staff. Oversight team will support the providers with ensuring plans are robust. Financial risk assessments are being carried out by Contracts team to inform us of providers who are more at risk financially. Emergency contacts and protocols to be followed in the event of a winter emergency promoted at provider forum.
Review arrangements and equipment for staff working from home if required		31/10/22	Senior Leadership Team		During response to the pandemic, all services identified staff needs to allow them to work from home. Managers will continue to monitor this and assist staff where required.
Re-instate Surge and Flow and Staff Absence reporting		30/09/22	Lead for Strategy and Transformation		Staff standing by to re-implement this reporting as soon as it is required. Same templates and processes will be used as previously.
<b>Increase Capacity</b>					
Review Redeployment Policy		30/09/22	Lead for People and Organisation		The Partnership will work with both NHS Grampian (NHSG) and ACC on any redeployment requirements, within the employers' policies.
Make arrangements for 7 day and/or Public Holiday working to be introduced as required		31/10/22	Senior Leadership Team		The Partnership introduced rotas to enable 7 day working as part of the response to the pandemic. In addition to this some services are further embedding 7 day working in other areas of their business. The Partnership has a festive rota with



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					information on the services open over the holiday season (and staff working). The Senior Managers On Call also have a festive rota.
Develop Volunteer Protocol including a list of tasks with associated risk assessments		31/10/22	Lead for People and Organisation/Care For People (CFP) Group		Existing volunteer protocols are in place with the 3 <sup>rd</sup> and Voluntary Sectors in the City which have been tested over Covid, the response to storms and providing volunteer capacity at city mass vaccination centre.
Promote volunteer register		31/10/22	Lead for People and Organisation/CFP Group		It is proposed to “check-in” with existing volunteer agencies and ask for their capacity over next 6 months Promote through Care For People Group members. This will include ask on the co-ordination of volunteers by the 3rd sector.
Deliver volunteer training if required		30/11/22	Lead for People and Organisation/CFP Group		To be arranged (including refresher training), linked to above co-ordination action. There will need to be training undertaken by the host/receiving service organisation.
Review support arrangements for commissioned providers		30/09/22	Social Work Lead/ Commissioning Lead		Oversight group support Care homes & Care at home services through regular interactions, weekly Provider forum meetings and provider escalations email address to escalate any concerns. The Care Home and Care at Home Oversight Team have been expanded to include the review team which reduced the additional workload from the Care Management Team.



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Determine need and funding for Interim Beds and make arrangements to commission if required.		30/09/22	Commissioning Lead	Yellow	Currently working with Social Work Lead around use of interim beds and respite that will be required over winter building on the beds we already commission – Working on opportunities within the City to create step up beds/GP beds using the learning from the Emergency Discharge beds. The IJB will receive a paper in November with plans for additional beds and the cost of this.
Review key pathways to streamline and increase capacity where possible		31/10/22	Senior Leadership Team	Green	The Partnership has been involved in the whole system working approach that has been developed through the response and then the recovery from the pandemic This includes the SMOC attending the Daily System Connect meetings, and a daily review of risk across the Partnership (including SOARS and Mental Health)
Further increase Hospital at Home capacity		30/11/22	Lead Nurse	Yellow	Currently have 23 beds. The plan is to have 45 beds in place by 1 <sup>st</sup> of November, 2022.
Explore potential for key partners (Bon Accord Care (BAC) & Grampian Care Consortium (GCC)) to create additional capacity as required		30/09/22	Commissioning Lead	Yellow	Exploring creative approaches to test the use of technology to support medication administration and digital support hub to triage care needs (at business case development stage and plan to run a test of change) promoting sustained move away from task and time and more focus on person led support with providers. Working jointly with GCC and BAC around increasing



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				Yellow	capacity for over winter and releasing capacity through a robust review programme
Continue to work with colleagues in ACC Housing Registered Social Landlords to ensure that properties are suitably adapted and promptly available for people who are ready to be discharged from hospital		31/10/22	Strategy and Transformation Lead	Yellow	Integration and Housing Meeting being reconvened with a focus on discharge. Disabled Adaptations Group continues to meet regularly monitoring adaptations and sharing best practice.
Deliver the cross system social care sustainability projects in relation to Care at Home	01/08/22	30/09/22	Social Work Lead	Blue	Workshop undertaken and projects identified for each Health and Social Care Partnership. Leads also identified and each project progressing individually. Still to determine how best to share learning across the system however discussions are ongoing with Healthcare Improvement Scotland and we will identify a way to do this within the next couple of weeks.
<b>Staff Health and Wellbeing</b>					
Monitor staff absences		30/09/22	SLT	Blue	SLT receive daily updates on staffing, helping to monitor the reasons for absence and provide support to staff.
Make arrangements for winter safety packs to be available for relevant staff		31/10/22	Lead for People and Organisation	Green	Ordering of various winter safety items for staff has commenced and earlier distribution on track. Significant increase in provision of complimentary therapy, sandwiches, teas/ coffees on track
Continue with promotion of health and well being initiatives and ensure there is capacity to increase these in times of most need		31/10/22	Lead for People and Organisation	Green	There is a planned suite of wellbeing initiatives available for staff in the Partnership up to end of March 2023.
<b>Communication</b>					



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Plan public safety messages with statutory partners (vaccinations, walk like a penguin etc.)		30/09/22	Business and Resilience Manager		Partnership will continue to assist the issue of public safety messages along side partners. Including repeating any messages being sent out by statutory partners, including Scottish Government.
Remind all staff re Adverse Weather Policy		30/09/22	Senior Leadership Team		Control Room will issue relevant policies (ACC/NHSG) for onward distribution to staff.
Ensure communication channels are available with commissioned providers		30/09/22	Commissioning Lead		Regular communications with the providers via the Oversight group and provider forums
Repetition of know who to turn to message to divert demand from hospital and prevent system becoming overwhelmed		30/09/22	Business and Resilience Manager		Partnership will continue to assist the issue of public safety messages along side partners. Including repeating any messages being sent out by statutory partners, including Scottish Government. The Partnership will provide links to statutory messages on website.

	Deadline not met
	Risk to delivery by deadline
	on course for completion by deadline
	Complete





## RISK ASSESSMENT

<b>Cause</b>	<b>Event</b>	<b>Consequence</b>	<b>Mitigation</b>
ACHSCP is organised to deliver services based on a sustained level of demand.	Certain events cause unexpected rising demand e.g., new variant increasing transmission rate, and ACHSCP's ability to cope even with normal demand can dip meaning anything that can be done to divert demand can help the whole system maintain service provision.	If ACHSCP does not plan and prepare for future or unexpected surges in demand or reduction in capacity, it will be unable to maintain service delivery.	Anticipating potential surges in demand and the implementation of related prevention measures in advance can help reduce demand before it presents
ACHSCP is organised to deliver services under normal circumstances.	Unexpected situations require a degree of planned resilience to ensure ACHSCP has the ability to respond.	A lack of resilience exposes ACHSCP to the risk of not being able to cope when unexpected situations arise.	Developing operational resilience helps ensure that arrangements are in place early to help staff and providers cope with periods of pressure



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<p>The system is running at capacity, barely managing to cope with current demand.</p>	<p>Certain events cause unexpected rising demand and/or impact on staff capacity to cope e.g., new variant increasing transmission rate, adverse weather event, and/or increase in staff absence</p>	<p>Reduced capacity impacts on the amount and the quality of care that can be provided leading to increased unmet need, people receiving care in inappropriate locations and delays to discharge from hospital</p>	<p>Increasing capacity helps the wider system cope during times of increased demand</p>
<p>The system is running with a significant number of vacancies with difficulty in recruitment in some areas.</p>	<p>In times of increased pressure and/or staff absences staff that turn up have to work harder during shifts, work longer hours or sacrifice days off to pick up additional shifts.</p>	<p>Staff can experience fatigue or burnout and their health and wellbeing can be negatively impacted potentially resulting in them having a period of absence.</p>	<p>Supporting staff health and wellbeing helps them maintain resilience and enables them to continue delivering during periods of high pressure</p>
<p>Times of intense pressure requires a change in behaviour of staff, providers and the public.</p>	<p>Lack of information about the situation and/or what staff, providers and the public can do to help.</p>	<p>Staff, providers and the public do not change their behaviours to help cope with the situation that has arisen.</p>	<p>A wide range of communication to staff, providers and the public raises awareness of issues and sources of information to help cope with or avoid these issues.</p>