



INTEGRATION JOINT BOARD

Report Title	Winter (Surge) Planning over Winter 2016-17
Lead Officer	Judith Proctor
Report Author	Christina Cameron
Date of Report	31 st May 2016
Date of Meeting	28 th June 2016

1: Purpose of the Report

The purpose of this paper is to report on the shared process that was followed for winter (surge) planning for health and social care services in the Grampian area for winter 2015-16. It sets out the steps taken to prepare for winter across community and acute settings and how those efforts are co-ordinated.

This paper also outlines a draft, high-level process for the co-ordination of joint preparations in 2016-17, highlighting those steps that form part of the direction and guidance from Scottish Government.

The paper seeks formal noting from the Aberdeen City Integration Joint Board and comment on the draft process for the coming winter.

2: Summary of Key Information

Winter 2014-15 was a very challenging winter across the UK and in Scotland for health and social care services; demand for service was very high and the ability and capacity of teams and resources to respond was sorely tested. In an effort to avoid a similar experience for Scotland in 2015-16, the Scottish Government directed Health Boards to undertake winter planning that was even more robust than in previous years to ensure that improved planning was shared and coordinated with partners in Health and Social Care Partnerships. Key areas for focus in the July 2015 guidance were the length of time people had to wait for service in Emergency Departments (*4hr target*) and how many people were delayed in hospital beds awaiting discharge back to their home or homely setting (*delayed discharges*).



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Chief Officers and key colleagues from Aberdeen City Health and Social Care Partnership met with stakeholders from other parts of health and social care across Grampian at several key meetings, beginning in May 2015 for a formal debrief exercise covering experience of the previous winter. From that point Chief Officers and colleagues worked jointly across the partnerships and with the acute and corporate teams in NHS Grampian to develop local plans, share knowledge and provide support and feedback on planning for winter challenges and surge conditions. A Winter Plan for Aberdeen Health and Social Care Partnership was complete by October 2015. A joint Board of Chief Officers and the Chief Executive of NHS Grampian approved the Draft Winter Plan for Grampian in August 2015 and the final approved version was submitted as a joint document to Scottish Government in October 2015.

An event offering the opportunity for structured testing was held in September, where representatives from all Partnerships and the acute sector had the chance to work together at a 'tabletop' session, facilitated by the Head of Civil Contingencies from NHS Grampian. This proved successful and a valuable chance to test and refine partnership plans before final draft.

Feedback on the Grampian Winter Plan was very positive from Scottish Government with commendation on the thoroughness of approach and its readability.

Performance measures which are used as indicators of resilience across the whole system were very good across the whole of the winter period for Grampian.

The two key areas highlighted by Scottish Government performed positively:

- the 4 hr target performance for Aberdeen Royal Infirmary was the highest in four years and improved by nearly 7 percentage points
- the number of delayed discharges decreased markedly across Grampian and reduced in the City from 104 in July 2015 to 73 in November 2015.

It should be further noted that this performance was during a period of unprecedented levels of local flooding; teams responded admirably and demonstrated high levels of resilience.



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The winter planning process for 2016-17 has already begun with a cross-system event taking place in May in Inverurie and a cross-system Winter Planning Event scheduled for 29 July. The health and social care system is in a very strong position to build on the success of last year and further consolidate our planning approach to winter and surge situations.

3: Equalities, Financial, Workforce and Other Implications

Resilience and the ability to flex resources in response to surge or winter pressures can often be dependent on the level or availability of resource in the system. Some of the success seen in winter 2015-16 could be attributed to additional beds or care packages being made available in community settings. Some of the preparatory work undertaken in Aberdeen City identified potential actions that would improve winter resilience .e.g. funding additional cover for staff sickness absence or pump priming a hospital at home model. If considered in 2016, these actions have an associated financial implication and would be managed within the Partnership.

There are however other factors that impact on resilience that are not wholly financial; namely the availability of an appropriately skilled workforce to afford 'flexing' the system. In many teams, the established workforce is limited and already operating at full capacity – offering managers very little ability to increase rotas as a response to a surge in demand. Workforce planning therefore is a significant issue that requires early discussion in the winter planning process.

Joint and shared events such as the Winter Planning Event on 29 June 2016 are arranged to offer a valuable opportunity to discuss a shared agenda with peers from across the whole of the system, as are the tabletop exercises. They are usually two or three hours in duration so consideration should be given to diaries for those who should attend.

There is an established planning process within Aberdeen City Health and Social Care Partnership for planning winter and surge responses; additional support is on offer from NHS Grampian via the Unscheduled Care Programme.



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4: Recommendations

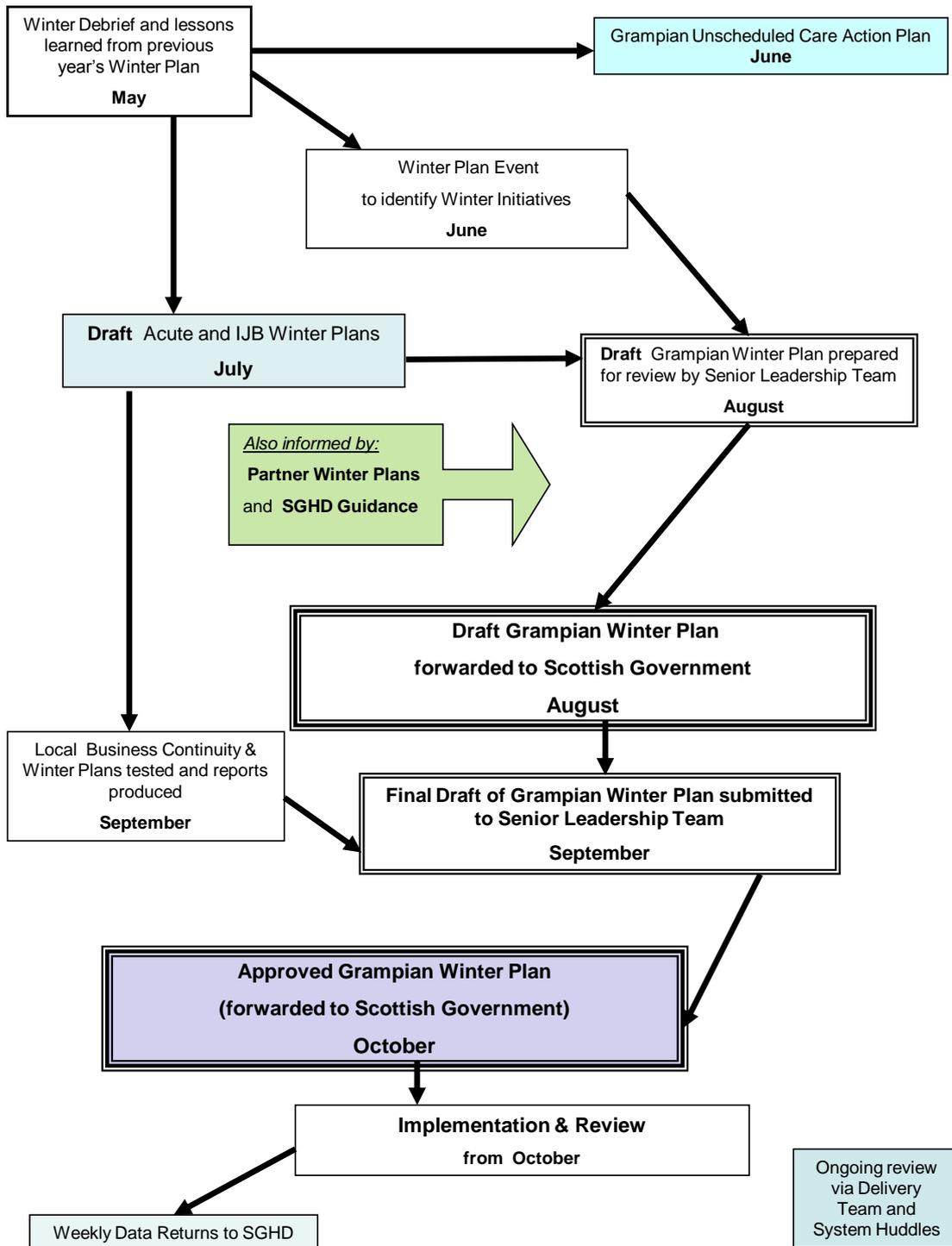
The Integration Joint Board is asked to:

1. Direct the Chief Officer to engage fully with the winter planning process as outlined in this report.
2. Agree that as part of the winter planning process, IJB approval of the 2016-17 Grampian Winter Plan should be sought.
3. Agree to remit the approval process for the 2016-17 Grampian Winter Plan (pending expected guidelines from Scottish Government) to the IJB Chair, Vice Chair and the Chief Officer for further consideration and agreement.
4. Direct the Chief Officer to present a report to the IJB as soon as is practicable on the recommendations within the approved 2016-17 Grampian Winter Plan.



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Draft Process & Timescales for Development and Review of the Grampian Winter Plan





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