



## Integration Joint Board

<b>Report Title</b>	Winter (Surge) Planning over Winter 2016-17
<b>Lead Officer</b>	Judith Proctor
<b>Report Author (Job Title, Organisation)</b>	Christina Cameron
<b>Date of Report</b>	03.11.16
<b>Date of Meeting</b>	15.11.16

### 1: Purpose of the Report

The purpose of this paper is to provide an update on the shared process that has been undertaken for winter (surge) planning for health and social care services in the Grampian area for winter 2016-17. It sets out the steps taken to prepare for winter across community and acute settings and how those efforts have been co-ordinated.

This paper highlights key aspects of the winter planning process and the overall Winter (Surge) Plan that has been prepared for Grampian.

The paper seeks formal noting from the Aberdeen City Integration Joint Board.

### 2: Summary of Key Information

- Across Grampian, winter planning is a year round planning activity undertaken in partnership. Following the formal end of winter reporting at the end of March, a cross system Winter Debrief was held in May 2016 bringing together key operational stakeholders from partnerships, sectors and other agencies. This provided an opportunity to share experiences and identify lessons that can be learned and incorporated into planning for the coming winter. With similar cross-system involvement, a Winter Planning Workshop was held on 29 June.
- Local draft winter plans were prepared by acute hospitals and the Health and Social Care Partnerships (HSCPs) by July. Following discussion on key winter leadership arrangements with HSCP Chief Officers and the NHS Grampian Chief Executive on 27 September, a draft Grampian Winter (Surge) Plan was



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submitted to Scottish Government on 31 August

- A significant learning point from 2015/16 was the degree to which winter planning across Grampian was more robust than in previous years. Senior leadership and engagement by Integrated Joint Boards and the NHS Board resulted in a more thorough planning process, which in turn led to a more confident Plan.
- Planning for surge response has been undertaken on the basis that no dedicated funding for winter will be available to Grampian in 2016/17. Whilst this presents challenges for surge planning, the greater challenge is created by recruitment difficulties and vacancy levels in health and social care teams across Grampian. Local planning has been cognisant of the difficulty this may present and it has been built in to business continuity plans.
- Significant local investment has been made in Grampian over the last two years by the NHS Board and the Health and Social Care Partnerships to improve responsiveness and resilience ahead of winter 2016/17. Progress has also been made in developing partnership approaches too such as the creation of joint posts with Scottish Ambulance Service to streamline transport arrangements and recurring availability of dedicated transport in evenings and at weekends for discharging patients.
- Testing of local plans and of local teams understanding of winter responses has taken place in several settings across Grampian; including a cross sector event that brought together staff from health and social care in each of the three partnerships, staff from the acute sector and colleagues from Scottish Ambulance Service. Aberdeen City has undertaken several test exercises ahead of the winter period.
- Robust and integrated planning, supported by strong and positive working relationships across Grampian has resulted in a position of preparedness for services over the winter period.

### **3: Equalities, Financial, Workforce and Other Implications**

- Planning has been based on optimal use of existing resources, including investment in developments that will support the reduction of delayed discharges in hospitals, keeping people well at home and expediting inpatient experiences. To date, Scottish Government has not announced any dedicated additional funding to Boards as has been made available in



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previous years.

- In addition the funding challenges, staffing and vacancy levels across the health and social care sector remains challenging. Key frontline roles such as nurses, carers and others in the community and acute sectors are pressured because of high levels of vacancy and the ongoing difficulties in recruitment.

### 4: Management of Risk

**Identified risk(s):** There is a risk that identified actions do not meet increased demand over the winter period.

**Link to risk number on strategic or operational risk register:**

1. There is a risk of significant market failure in Aberdeen City
2. There is a risk of financial failure , that demand outstrips budget and IJB cannot deliver on priorities, statutory work, and project an overspend
3. Failure of the IJB to function, make decisions in a timely manner etc
4. There is a risk that the outcomes expected from hosted services are not delivered and that the IJB does not identify non-performance in through its systems. This risk relates to services that Aberdeen IJB hosts on behalf of Moray and Aberdeenshire, and those hosted by those IJBs and delivered on behalf of Aberdeen City.

**How might the content of this report impact or mitigate the known risks:** The plan has been tested as being realistic and robust. Activity and action will be closely monitored across the winter period.

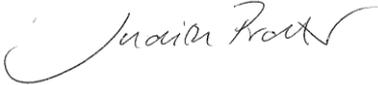
### 5: Recommendations

It is recommended that the Integration Joint Board:

1. Note the update on the winter planning process.
2. Note the Approved Grampian Winter (Surge) Plan 2016-17.



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6: Signatures	
	Judith Proctor (Chief Officer)
	Alex Stephen (Chief Finance Officer)