



INTEGRATION JOINT BOARD

Report Title	Winter Planning Debrief – 2016/17
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Report Author (Job Title, Organisation)	Kenneth O'Brien, Service Manager – ACHSCP Kate Livock, Project Manager (Unscheduled Care) – NHS Grampian
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Date of Report	26 th July 2017
Date of Meeting	15 th August 2017

1: Purpose of the Report

1.1 The Aberdeen City Integration Joint Board (IJB) made a specific request that a report on the winter planning debriefs for the year 2016/17 (detailing the learning across Grampian) be presented to them by August 2017.

1.2 Resultantly, this report to the IJB:

- Gives a brief background as to the context and process of winter planning for period 2016/17.
- Sets out the learning established from National, Grampian, and Aberdeen City specific debrief sessions relating to winter 2016/17.
- Describes how this learning is being incorporated into winter/surge planning for the 2017/18 period.

2: Summary of Key Information

Introduction/Background to Winter Planning in 2016/17

2.1 In Grampian there is an established process for winter planning, which is undertaken as a year-round planning cycle and incorporates an integrated approach with business continuity principles. Health and Social Care Partnerships and other partners such as NHS 24 and the Scottish Ambulance service are key to the process and participate in joint planning and debrief



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exercises.

- 2.2 The winter planning cycle for 2016/17 commenced in the June of 2016 with a Grampian Cross Sector Winter (Surge) Plan event aimed at identifying initiatives that would ensure strong performing services that deliver quality care for patients and positive experiences for carers and staff during periods of surge.
- 2.3 The key lessons from winter 2015/16 were discussed and agreement reached on the priorities for Winter (Surge) planning for 2016/17. Aberdeen City and other sectors were encouraged to test their draft Winter (Surge) plans using desk top testing exercises and this process culminated in a Cross Sector Desk Top Exercise held in advance of a review of the draft Grampian Winter (Surge) Plan by the Senior Leadership Team and submission to the Scottish Government in late August 2016.
- 2.4 Following feedback and further review of the plan the final draft was submitted for approval to the Grampian Senior Leadership team in September 2016 prior to submission of the approved Grampian Winter (Surge) Plan to the Scottish Government in October 2016. The Grampian Winter (Surge) plan was implemented in October 2016 and ongoing review was undertaken via the Cross Sector System Huddles.
- 2.5 Following the winter 2016/17 period, debrief events took place at National, Grampian and Aberdeen City levels. The Cross Sector Winter debrief event held in Aberdeen was well attended and a number of key priorities for winter 2017/18 were identified from this integrated approach.

National Debrief Information

- 2.6 Representatives from both Aberdeen City Health and Social Care Partnership and NHS Grampian participated in national events relating to winter and surge preparedness. These events gave a national perspective related to the 2016/17 winter period. Of particular note (based on national data):
 - Public Health reported a relatively mild year for influenza and norovirus – often key drivers of winter pressures.
 - Admission and Discharge statistics showed a national drop in discharges from hospital of 30% over the Christmas and New Year Period. Hospitals filled up over Christmas and then faced capacity challenges as of 4th January 2017 onwards.



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- Public Holiday working is very much on the agenda to remove the 'cliff edge' of discharge on Christmas Eve. A national review of this area is planned to report to the Cabinet Secretary in September 2017.

Grampian Wide Debrief Information

2.7 A number of key priorities/learning for Grampian Winter (Surge) Planning 2017/18 were identified through the debrief / review process some of which are:

- A key priority for winter 2017- 18 will be to build on the excellent planning undertaken by team in all sectors and services and to continue to improve upon the overall winter (surge) planning process. The overall process includes recording activity and measuring performance against agreed indicators as well as supporting colleagues through the provision of opportunities for joint planning events such as table top exercises and the facilitation of such events. Accurate data will be important as part of the planning process and for ongoing monitoring.
- The cross system huddle is now an established practice, ensuring safe, effective discharge/admission. The increased frequency of the huddles over the 2016/17 winter period, (in response to increased activity), was key to delivering a shared approach to risk. It was noted that there are benefits to be gained from consistency of cross system representation at the huddles and this will feature in 2017/18 planning.
- Robust communication and engagement of all staff was key to effective implementation of the Grampian Winter (Surge) plan in 2016/17. Further improvement of this communication will be addressed through the early winter planning process that has already commenced and the planned table top exercises.
- Workforce planning across the Health and Social Care sector in Grampian was one of the key challenges due to the limited availability of staff for planning into rotas. With many teams working at full capacity it was difficult to arrange "additional" capacity without "additional" staff. Despite this many areas benefited from hardworking and conscientious teams who would work in ways that offered flexibility. Uncertainty about the availability of funding for additional capacity over the winter period in 2016/17 led to delays in decision making and reduced the ability to utilise resource and deliver it effectively and efficiently.



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- The testing of the winter plans was seen as important and valuable in 2016/17 - it allowed teams to come together to work as a single system and to test winter plans against scenarios that were designed to prove their resilience.
- The challenges of 2 four day public holiday periods created immense pressure across the system and resulted in a surge in activity from the 4th January onwards. Work towards delivery of 7 day services e.g. pharmacy and diagnostics would lessen the impact upon patient flow.
- The operation of the integrated discharge hub during the public holidays supported patient flow significantly but it was noted that future plans should include other discharge hub disciplines (including social work).

Aberdeen City Debrief Information

2.8 Looking specifically at Aberdeen City, further local priorities/learning for Winter (Surge) Planning in 2017/18 were identified through the local debrief / review, highlights of which were:

- Discharges and transfers were key to ensuring optimal flow across the whole system. Fortnightly meetings of the Delayed Discharge Group supported improved flow across the whole system and contributed to the significantly improved position in Aberdeen city over previous years, r.e. delayed discharges over the December/January period.
- It was noted that whilst, from a national perspective, Public Health colleagues had fed back that it had not been a significant year for influenza and norovirus, the local picture had felt somewhat different. Rosewell House had been shut to admissions (affecting flow out of hospital) + there has been quite a significant amount of short term staff sickness.
- Additionally, a care at home provider withdrew from providing services on the 6th January – putting Care Management colleagues (and the general care at home supply) under additional strain at a challenging time.
- It was noted that in non-hospital services there was a distinct ‘surge’ in activity upon the return in January 2017, post Public Holidays.
- Multiple managers noted that there were challenges with the scheduling by the Partnership of ‘non-operational’ tasks during January 2017.



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- The interim care home beds to support flow out of hospital were felt to be very successful – providing useful surge capacity in January 2017.

Summary

2.9 In summary, whilst winter 2016/17 was challenging with increased pressures across the system; the general consensus was that the health and social care system responded more effectively than in previous years. There was evidence of greater communication, flow, risk sharing and integrated planning. However, all elements of the system recognise there is a need to develop further to both embed and enhance the existing good practice. It is also recognised that whilst winter 2016/17 was challenging there were not major environmental or public health issues compared to previous years.

2.10 As a result, winter planning for 2017/18 is already underway taking full account of the above learning from last year's debriefs. This includes workshop sessions across the City partnership focussing on key additions to winter/surge planning for 2017/18 and how they might be implemented. Drafts of the City winter/surge plan for 2017/18 are now being considered by leads across professions/disciplines within the Partnership and their input will be incorporated into the final document.

2.11 Both City specific plans and the full NHS Grampian winter/surge plan will be subject to table-top testing prior to being finalised. Such testing will allow for issues or concerns regarding the drafts of the plans to be resolved prior to them being finalised and implemented.

Assurance

2.12 Locally, the Aberdeen City component of winter planning will be fully reviewed by the Senior Operational Management Team of the Partnership prior to the draft being finalised. Additionally, the Partnership's Clinical and Care Governance Committee will have full sight of the plan prior to it being formally signed off and submitted to NHS Grampian for incorporation into the NHSG comprehensive winter/surge plan.

2.13 NHS Grampian's Senior Leadership Team, (including the Aberdeen City Partnership's Chief Officer), will fully review the Grampian wide 2017/18 winter plan. This 'Grampian wide' plan will also be signed off by the NHSG board prior to submission to the Scottish Government. The full Grampian winter plan will also be presented to the Aberdeen City IJB for noting at its 31st October 2017 meeting.



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3: Equalities, Financial, Workforce and Other Implications

Equalities

3.1 The patients/clients of the services of the City H&SCP are disproportionately older adults and adults with chronic illness and/or long term disabilities. Whilst 'age' and 'disability' are protected equality characteristics, it is not anticipated that there will be anything other than a positive impact for both groups via improved preparedness over the winter period as a result of appropriate debrief and learning from winter 2016/17

Financial

3.2 There are no new financial implications within this paper.

Workforce

3.3 There are no direct workforce implications relating to this report.

Other

3.4 There are no other implications relating to this report.

4: Management of Risk

There are significant risks, both operational and reputational, for NHS Grampian and the City Partnership if it does not have an accurate, comprehensive, and realistic winter plan. This includes:

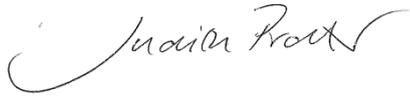
- Delay/failure of service provision and inability to meet organisational and statutory responsibilities.
- Increased costs due to last minute spending to mitigate system failures and capacity issues.

An appropriate winter plan offers the opportunity to mitigate and manage predictable risk in a considered manner. This would therefore improve service delivery in difficult periods and minimise unexpected and/or unplanned costs. Appropriate debrief, learning and revision of winter planning arrangements (as set out in this report) supports the creation of a high quality winter plan for 2017/18.



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5:	Recommendations
<p>It is recommended that the Integration Joint Board:</p> <ol style="list-style-type: none"><li data-bbox="272 638 1406 719">1. Note the information contained in this report relating to learning from the 2016/17 winter period.<li data-bbox="272 766 1406 846">2. Note the arrangements put in place to incorporate such learning as part of the 2017/18 winter planning process.	

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