



## Surge, Capacity Planning and Festive Preparedness Aberdeen City Health & Social Care Partnership 2018/19

Last Updated: September 2018

Action	Outcomes	Deadline	Update	Lead
<b>RESILIANCE</b>				
<b>Initial Response for surge planning/resilience will be Senior Manager on Call with escalation to Head of Operations and/or Chief Officer (as appropriate)</b>	One point of contact with clear line of escalation to ensure decision making accountability.  Clear and understood links between Senior Manager on call and existing out of hours support arrangements.	31 October 2018	<b>Confirmed and agreed at SOMT 13 July 2018.</b>	All Senior Managers on Call (actual 'on call' response')
<b>Ensure everyone aware of on call arrangements and rota</b>	Senior Managers in the Partnership aware of on call arrangements and which senior staff are providing cover during Christmas and New Year.	31 October 2018	<b>On call arrangements already agreed up until January 2019.</b>	Senior Operational Leads

	<p>This will include any 'deputising' arrangements for those managers who are on leave.</p> <p>Key contacts for all professions will be made available.</p>			
<p><b>Senior Manager On call folder is up-to-date, and contains accurate and relevant information for any immediate or emergency response required across the Partnership</b></p>	<p>Appropriate information is up to date in the Senior Manager On Call folder – allowing for timely and appropriate emergency response across Partnership services.</p> <p>This will include appropriate action cards etc.</p>	31 October 2018	<p><b>Physical Folders for SMOC currently being updated and standardised for all on rota</b></p>	<p>Buildings and Administration Team (for physical updating of material/folder)</p> <p>Senior Operational Leads (will determine material requiring updating)</p>
<p><b>Overall H&amp;SCP business continuity plan reviewed annually</b></p>	<p>Business Continuity Plans (BCP): Services will undertake Business Impact Analyses including Surge Planning which will feed in to overall Community Health and Adult Social Care BCPs. This will ensure that BCP's are responsive to current circumstances and fit for purpose over winter 2018/19</p>	31 October 2018	<p><b>Plans in place to ensure that all BCP's are reviewed/checked prior to commencement of winter 2018/19</b></p>	<p>Martin Allan (Partnership Wide)</p> <p>NHSG BCP Lead (NHSG)</p> <p>ACC BCP Lead (Social Care)</p>
<p><b>Each service to have festive staffing</b></p>	<p>Each service is clear regarding its staffing requirements over the</p>	Staffing requirements	<p><b>Agreed at SOMT, 13 July 2018.</b></p>	Senior Operational

<p><b>requirements established by end of October 2018</b></p>	<p>winter period and has identified appropriate staff to ensure service continuity. Information shared appropriately across the H&amp;SC Partnership.</p> <p>Leave arrangements are coordinated appropriately across the partnership to ensure staffing levels can accommodate not only planned leave, but any contingencies (sickness etc).</p>	<p>available for scrutiny by Operations Group by 31 October 2018</p>		<p>Leads (as chair of Operations Group where staffing will be tabled for scrutiny)</p>
<p><b>All staff (across the Partnership) are fully briefed on adverse weather policies</b></p>	<p>Ensures access to work maximised in poor weather for all relevant staff.</p> <p>Ensures consistent message relating to adverse weather is communicated to partnership staff.</p>	<p>In place.</p>	<p><b>Procedures/process already in place.</b></p>	<p>Via NHS Grampian and Aberdeen City Council established process for adverse weather communication.</p>
<p><b>Winter Planning to be a standing item on key groups within the Health and Social Care Partnership</b></p>	<p>Risks monitored regularly and managed effectively via weekly operations meeting and as a standing item at the monthly Senior Operational Management Team meeting.</p>	<p>In place from October 2018 [Weekly for ops meeting; Monthly for SOMT]</p>	<p><b>Confirmed via SOMT on 13-07-2018 [that winter plan will be a standing item at these forums]</b></p>	<p>Senior Operational Leads</p>
<p><b>Partnership actively participating in 'Care for People' group which reports to the</b></p>	<p>Partnership fully integrated into any emergency planning and response arrangements.</p>	<p>In place. [6 monthly update to Chief Officer]</p>	<p><b>Partnership representatives now sitting on group</b></p>	<p>Sandy Reid – Senior Support Manager</p>

<b>Local Resilience Partnership.</b>				
<b>Partnership will review number and type of staff deployed to work on Public Holidays over the winter 2018/19 period.</b>	Maximise staff available for immediate response + attempt to minimise the noted surge in demand that occurs post public holidays.	31 October 2018	<b>Relevant individual service areas currently reviewing.</b>	Operations Group members
<b>Partnership will systematically review its operational risk register prior to winter 2018/19 to highlight areas of difficulty/weakness.</b>	Significant areas of risk that may impact on service delivery over winter 2018/19 will be identified and escalated to Senior Management for action prior to winter commencing.	31 October 2018	<b>Plans in place for reviews to be undertaken prior to commencement of winter 2018/19</b>	Martin Allan – Business Manager
<b>Partnership will review all GP practices using established RAG (Red Amber Green) risk assessment tool prior to winter 2018/19 to highlight areas of concern.</b>	Any significant GP Practice vulnerabilities that may impact on service delivery over winter 2018/19 will be identified and escalated to Senior Management for action prior to winter commencing.	31 <sup>st</sup> October 2018	<b>Dr Lynch has confirmed this action will be undertaken again prior to winter 2018/19</b>	Dr Stephen Lynch – Clinical Director
<b>Partnership will timetable its workload and activities so that operational work is prioritised during winter surge period.</b>	Non-operational workload for staff and managers will be reduced in times of peak demand – meaning resources are full deployed to meet pressures and demand.	Throughout winter/surge period 2018/19 [primarily December 2018 / January 2019]	<b>Agreed at SOMT, 13 July 2018.</b>	Partnership's Executive Team

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<b>COMMUNITY HEALTH</b>				
<b>Ongoing Participation in the Grampian Whole System Huddle</b>	All stakeholders are clear about the state of play across the system and able to be proactive in the management of surges in activity. Escalate if necessary.	In place. [Daily weekday meeting]	<b>Partnership representation at huddle in place and ongoing.</b>	Jason Nicol – Head of Service
<b>Aberdeen City Delayed Discharge Group meeting fortnightly.</b>	Fortnightly checks of flow performance by multiagency/multisector group. Ability to increase frequency in times of surge and act to address delays.	DD meeting already established and operating (monthly). Switch to fortnightly by December 2018.	<b>Meeting established and in operation. Switch to fortnightly, as opposed to monthly already agreed by DD group members for winter period.</b>	Kenneth O'Brien – Service Manager
<b>Older Persons Assessment and Liaison (OPAL) Team may be directed to areas of pressure in times of surge.</b>	Good practice in relation to right place, right time, right person.  Will support decision making about admissions and transfers.  Will optimise synergies with 'Acute Care at Home' now that it is operational.	In place. [Weekly review]	<b>Regular joint meetings of Partnership staff and Acute Unit Operational Manager with responsibilities for OPAL established for priority setting.</b>	Jason Nicol – Head of Service
<b>Participation in robust discharge/flow planning as part of the NHSG Acute Unscheduled Care (6</b>	Reduction of failed discharges + quick resolution of structural matters.	In place. [Monthly meeting]	<b>Partnership representation established at NHSG Unscheduled Care Group.</b>	Kenneth O'Brien – Service Manager

Essential Actions) Group.				
<b>Partnership employed Pharmacy staff have an up-to-date and live "Prioritisation of services during pre-surge, surge and recovery" protocol.</b>	Clear arrangements are in place to prioritise key areas of service delivery for pharmacy staff in times of surge.	In place.	<b>Agreed with Alison Davie, Lead Pharmacist that in place and live ready for winter 2018/19</b>	Pharmacy Leads
<b>GP Practices set up to flex and offer additional "on the day" appointments based on actual demand fluctuations/surge.</b>	Partnership will support GP practices to adjust proportion/volume of appointments to reflect the 'live' demand pressures during surge.	Ready to implement by 1 <sup>st</sup> December 2018. [Weekly review during winter]	<b>Dr Lynch has confirmed that practices will deliver this on a practice by practice basis based on presenting demand.</b>	Dr Stephen Lynch – Clinical Director

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<b>SOCIAL CARE</b>				
<b>Provide interim bed capacity for hospital discharges during winter pressures.</b>	Care Home Bed capacity (27 social care beds) reserved specifically to support discharges and improve flow out of hospital.	1 <sup>st</sup> December 2018	<b>Sufficient bed capacity identified in care home sector for interim beds going forward from December 2018 onwards. Currently finalising letters of agreement + primary care medical cover.</b>	Kenneth O'Brien – Service Manager
<b>Vary allocation of interim social care beds to support cross system pressures.</b>	Interim beds (which are dedicated to supporting discharge) can have their priority criteria varied to reflect cross system demand.	1 <sup>st</sup> December 2018 [Daily review]	<b>Procedures governing allocation of interim beds will be updated again to confirm cross-system response to pressures.</b>	Jason Nicol – Head of Service  Kenneth O'Brien – Service Manager
<b>Care Home Business Continuity Plan Check/Review</b>	A check that all care homes have in place appropriate Business Continuity Plans as per their contract, prior to any winter/seasonal pressures.	1 <sup>st</sup> December 2018	<b>Letter drafted to all care homes.</b>  <b>Circulation to all care homes imminent with deadline for response pre-December 2018.</b>	Martin Allan – Partnership Business Manager (in conjunction with Aberdeen City Council Commissioning, Procurement and Contracts Team)
<b>Prioritisation and Triage of all homecare</b>	Ensures that those in greatest need (including hospital-based	In place [Daily review]	<b>Arrangements now in place for staff to</b>	Emma Ross – Service Manager

<b>provision for patients/clients.</b>	delays) have any care at home capacity directed to them on a priority basis.		<b>consistently triage and update client care requirements – ready for winter.</b>	Carol Simmers – Service Manager
<b>Provide 'step up' bed capacity within the care home sector to divert inappropriate prospective hospital admissions</b>	Additional care home bed capacity reserved to support diversion from hospital – preventing inappropriate admissions at times of surge.	1 <sup>st</sup> December 2018.	<b>Currently being progressed with care home providers and primary care.</b>	Emma Ross – Service Manager  Carol Simmers – Service Manager
<b>Embed social work personnel within Emergency Department (ED)</b>	Social Work staff in place and available within ED – diversion of inappropriate admissions + access to expertise on community-based resources.	1 <sup>st</sup> December 2018	<b>Currently progressing fixed term recruitment to role.</b>	Kenneth O'Brien – Service Manager



Action	Outcomes	Deadline	Update	Lead
<b>SEASONAL FLU, STAFF PROTECTION, AND OUTBREAK RESOURCING</b>				
<b>All Partnership staff have easy and convenient access to the seasonal flu vaccine – including access across work settings/employer – and are encouraged to avail themselves of it.</b>	Reduction of staff absence due to flu.	As vaccine available.	<b>Link now established with Flu Advisory Group</b>	All Partnership Managers  Occupational Health Service  Flu Advisory Group
<b>Encourage targeted patient groups to access the flu vaccination.</b>	Spread of the virus will be contained and influenza related demand will be reduced	As vaccine available.		NHSG Public Health and Primary Care
<b>HSCP has an up-to-date 'Major Infectious Diseases Plan' which outlines HSCP actions / response in the event of a pandemic being declared.</b>	Management of outbreak arrangements are responsive to current circumstances and fit for purpose over winter 2018/19	In place	<b>Plan out for consultation with Consultant in Public Health Medicine – awaiting feedback</b>	Martin Allan – Business Manager
<b>HSCP has an up-to-date Mass Prophylaxis Centre (MPC) / Antiviral Collection Point (ACP) Operational Plan</b>	Management of Prophylaxis and Antivirals is appropriate and responsive to any circumstances over winter 2018/19.	In place	<b>Minor amendments still to be made r.e. personnel changes + wider review to be done.</b>	Martin Allan – Business Manager
<b>Social Care voluntary and independent providers fully</b>	To ensure that all social care employers in the city are fully briefed and aware that their staff	In place.	<b>Link established with Flu Advisory Group to</b>	Kenneth O'Brien – Service Manager

<b>integrated into staff vaccination campaign</b>	can access for free flu vaccinations via multiple routes (pharmacy etc)		<b>support social work/care contact.</b>	
<b>Appropriate Communications out to all Partnership Staff – r.e. not spreading infection etc</b>	Ensures that the appropriate infection control messages go out to all partnership staff consistently (social care and health).	In place.	<b>Link established with Infection Control contacts to ensure that publicity messages go to all relevant staff.</b>	Kenneth O'Brien – Service Manager

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<b>MANAGEMENT INFORMATION</b>				
<b>Daily management data collated for in-patient beds and intermediate care within the City Partnership to enable a real time 'handle' on flow; to facilitate escalation as appropriate.</b>	Tracking of flow, unmet demand and an agreed threshold for formal escalation to Head of Operations	In place. [Daily weekday updates]	<b>In operation as of now.</b>	Jason Nicol – Head of Service
<b>Regular identification of vacant care home capacity within the City + ability to increase checks on capacity when needed.</b>	Weekly report on where, if any, there are places available in care/nursing homes to prevent hospital admissions and promote interim discharge arrangements. [Frequency of checks can be increased in times of surge]	In place. [Weekly updates as standard, but can vary based on demand/pressures]	<b>In operation as of now.</b>	Emma Ross – Service Manager  Kenneth O'Brien – Service Manager
<b>Weekly management data provided on volume of patients who are admitted/delayed in hospital + reason for delay.</b>	Quick identification of flow issues relating to discharge delays + admission demand across the hospital estate. Escalation and reaction can occur quickly.	In place. [Weekly updates]	<b>In operation as of now.</b>	Kenneth O'Brien – Service Manager and Health Intelligence Staff
<b>Regular review of H&amp;SCP staffing status</b>	Identification of staffing issues at an early point + immediate forum to look at resolution of concerns.	In place.	<b>Agreed at SOMT – 13 July 2018.</b>	Service Leads

<b>– vacancies/sickness etc – via SOMT.</b>	Sit reps for areas of concerns will be implemented if SOMT feels needed – to be fed to weekly operations meeting.			
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<b>SIGN OFF AND GOVERNANCE</b>				
<b>Appropriate sign off of finalised Winter Plan – via Chief Officer and the Aberdeen City IJB.</b>	Winter Plan is given independent scrutiny and analysis	9 <sup>th</sup> October 2018	<b>To be considered by IJB on 9<sup>th</sup> October 2018</b>	Sandra Ross - Chief Officer  Kenneth O'Brien – Service Manager
<b>Review of the Winter Plan and its implementation will be via the Partnership's Senior Operational Management Team (standing item)</b>	Assurance is sought (and remediated if not available) that winter plan is appropriate to circumstances and is being implemented fully.	Commences October 2018 onwards	<b>Standing item in place as of October's SOMT.</b>	Senior Operational Leads

Key Roles / Services Integrated into Planning Process		RAG	Further Action/Comments
Senior Operational Management Team (Partnership)	<input checked="" type="checkbox"/>	<b>G</b>	Consulted via SOMT on 04-07-2018 [Document confirmed and ratified at SOMT on 05-09-2018]
Strategic Planning Group (Partnership)	<input checked="" type="checkbox"/>	<b>G</b>	Consulted on 13-08-2018
Nursing Leads / Medical Leads (Partnership)	<input checked="" type="checkbox"/>	<b>G</b>	Consulted via SOMT on 04-07-2018 [Document confirmed and ratified at SOMT on 05-09-2018]
AHP Lead (Partnership)	<input checked="" type="checkbox"/>	<b>G</b>	Consulted via SOMT on 04-07-2018 [Document confirmed and ratified at SOMT on 05-09-2018]
Pharmacy Lead (Partnership)	<input checked="" type="checkbox"/>	<b>G</b>	Via Lead Pharmacists on 15-05-2018
Mental Health Leads	<input checked="" type="checkbox"/>	<b>G</b>	Consulted via SOMT on 04-07-2018 [Document confirmed and ratified at SOMT on 05-09-2018]
Lead Social Worker	<input checked="" type="checkbox"/>	<b>G</b>	Consulted via SOMT on 04-07-2018 [Document confirmed and ratified at SOMT on 05-09-2018]
Chief Officer (Partnership)	<input checked="" type="checkbox"/>	<b>G</b>	First draft passed to Aberdeen City Chief Officer on 04-07-2018. Also signed off as part of submission to IJB.
NHS Grampian	<input checked="" type="checkbox"/>	<b>G</b>	First draft passed back to NHSG for consideration as part of their overall winter plan on 31-07-2018. Revised draft sent on for consideration as part

			of draft Grampian winter plan. Final approved version to be sent on 09-10-2018 provided IJB approval given.
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