



Perth & Kinross Integration Joint Board

6 November 2019

Winter Planning 2019/2020

**Report by Chief Officer/Director – Integrated Health & Social Care
(Report No. G/19/175)**

PURPOSE OF REPORT

The purpose of this report is to inform Perth & Kinross Integrated Joint Board of the Winter Planning arrangements for NHS Tayside and Partner Organisations for 2019/20. The Winter Plan describes the collaborative approach to planning for winter by NHS Tayside and the Health & Social Care Partners. The plan informs our local Unscheduled Care Action Plan, underpinned by the Six Essential Actions for Unscheduled Care and is aligned to Transforming Tayside and NHS Tayside Annual Operational Plan as well as the strategic improvement plans of the Health and Social Care Partnerships in Angus, Dundee and Perth & Kinross.

1. RECOMMENDATION(S)

The IJB is asked to:

- Endorse the Winter Plan, including the festive arrangements, which is submitted to the Scottish Government.
- Note the cost pressures associated with service delivery required to meet winter demand within the context of ongoing patient flow challenges.
- Note the whole system collaborative approach taken in preparation for anticipated winter challenges.

2. SITUATION/BACKGROUND / MAIN ISSUES

The 2019/20 Winter Plan has been prepared taking full account of the Scottish Government's winter planning correspondence; 'Preparing for Winter, 2019/20', Supplementary Checklist of Winter Preparedness, as well as acknowledging our corporate performance for Access Targets.

The aim of the Winter Plan 2019/20 is to assure NHS Tayside Board, the Scottish Government and the population of Tayside that plans and systems are in place to support early intervention, action at points of pressure, and to minimise the potential disruption to services, people who use services and their carers. The winter period is defined as 1 December 2019 to 31 March 2020. The NHS Tayside Board contingency and resilience planning also assists to strengthen our Winter Plan.

Importantly this is an integrated plan, to ensure Health & Social Care Partnerships and Acute Hospital Services are developing cohesive plans for winter with key partners. The Winter Plan, again focuses on maintaining “business as usual” through periods where we may have reduced services, such as public holidays; and in response to increased seasonal illness such as flu as well as adverse weather. The plan will address the key areas in line with the Scottish Government ‘Preparing for Winter’, (2019/20) through an approach of prevent, inform, respond and communicate;

- Resilience
- Unscheduled/ Elective care
- OOH
- Norovirus
- Seasonal Influenza/ Influenza-like illness
- Respiratory Pathway
- Integration of key partners/ Services
- Mental Health

A separate plan is in place for broader aspects of unscheduled care which is directed by an Unscheduled Care Programme Board and appointed Clinical Leads.

The National Unscheduled Care Programme, Six Essential Actions for Improving Unscheduled Care are:

- Clinically focused and empowered hospital management
- Hospital capacity and patient flow (emergency and elective) realignment
- Patient rather than bed management
- Medical and surgical processes arranged to improve patient flow through the unscheduled care pathway
- Seven day services appropriately targeted to reduce variation in weekend and out of hours working
- Ensuring patients are optimally cared for in their own homes or a homely setting.

The Winter Plan is based on the 2020 Vision for Health and Social Care, and describes a Health and Social Care system centred on:

- Integrated health and social care services;
- A focus on prevention, anticipation and supported self-management;
- Day case treatment as the norm where hospital treatment is required, and cannot be provided in a community setting;
- Care being provided to the highest standards of quality and safety, with the person at the centre of all decisions;

- Ensuring that people get back into their home or community environment as soon as appropriate, with minimal risk of re-admission.

Specific to the Winter Plan are the following standards:

- 4 hours from arrival to admission, discharge or transfer for A&E treatment (95% with stretch 98%)
- Earlier in the Day Discharges - Hour of Discharge (inpatient wards)
- Weekend Discharge Rates - Day of Discharge weekday v's weekend discharges
- Reduction in Delayed Discharges
- Maintain performance against the 12 week treatment time guarantee (TTG)
- Maintain achievement of waiting times standards for patients with a newly diagnosed primary cancer:
 - 31-day target from decision to treat until first treatment, regardless of the route of referral.
 - 62-day target from urgent referral with suspicion of cancer, including referrals from national cancer screening programmes, until first treatment.

3. PROPOSALS

In accordance with Scottish Government's 'Preparing for Winter' (2019/20) correspondence, NHS Tayside and Integrated Joint Boards will receive an allocation of £368,938, of which Perth & Kinross H&SCP will be allocated £13,000, which will be specifically targeted to deliver a key focus on:

- Reducing Attendances
- Managing/Avoiding Admissions wherever possible
- Reducing Length of Stay
- Focus on Flow through Acute Care
- Workforce – appropriate levels of staffing are in place across the whole system to facilitate efficient and effective patient care, to ensure consistent discharge during weekends and holiday periods. Adequate festive staffing cover across acute, primary and social care settings

The Tayside Unscheduled Care Board provides the governance and oversight required for the allocation of winter planning funding for 2019/20. The plan for 2019/20 is to proactively invest in activities that aim to maintain “business as usual”. This will include periods where we may have reduced services such as public holidays and in response to increased seasonal illness such as flu as well as adverse weather.

It is proposed that the funding be allocated in three phases in line with the winter planning approach:

Phase 1 - Prevent

- Additional funding across all three Health and Social Care Partnerships to prevent admissions/attendance managing care closer to home, supporting discharges.
- Out of Hours additional funding

Phase 2 - Assurance - Initiatives to ensure winter flow

- Extended Ambulatory Service, late access to senior decision making support
- Seven day rehabilitation model of care
- Near patient testing for Flu to prevent unnecessary admissions for Influenza like illnesses
- Cardiology initiatives
- Pharmacy
- ED additional junior medical cover
- Respiratory

Phase 3 - Provision of Surge Beds

- Acute Medicine for the Elderly (AME) beds in Ninewells to boost and target capacity
- Increased (surge) bed numbers across both acute hospital sites and same day discharge, social support

The investment and approval of surge beds prior to winter is aimed at preventing the opening of beds at a later stage at a potentially higher cost. It must be noted that the request for surge bed funding is for additional beds only. The funding will not be used to cover the additional beds that are currently in operation, and required as core capacity.

The bids submitted for funding approval are detailed in Appendix 1.

Our Winter Plan takes a whole system Health & Social Care response to support the best use of locally available resources as demand rises and/or capacity is limited in order to sustain safe, effective and person-centred care.

4. CONCLUSION

The Perth & Kinross H&SCP IJB is requested to note the Tayside Winter Plan for 2019/20 and support the local Partnership's Winter Planning arrangements and proposals outlined under section 4.5, page 24 of the Tayside Winter Planning paper.

The Tayside Winter Plan takes a whole system Health & Social Care response to support the best use of locally available resources as demand rises and/or capacity is limited in order to sustain safe, effective and person-centred care.

Author(s)

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NOTE: No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information), were relied on to any material extent in preparing this report.

*Attachments:**Appendix 1*

. *Winter Preparedness Funding Allocation*

Appendix 2

Tayside Winter Planning Paper 2019/20

Appendix 3

Perth & Kinross H&SCP Draft Local Winter Action Plan