

Meeting:	NHS Grampian Board Meeting
Meeting date:	Thursday 1 December 2022
Item Number:	7
Title:	Approach to Winter 2022/23
Responsible Executive/Non-Executive:	Nick Fluck, Medical Director
Report Author:	Nick Fluck, Medical Director Adam Coldwells, Deputy Chief Executive and Director of Strategy

1 Purpose

This is presented to the Board for:

- (1) Endorsement of the approach to winter that is set out in the “Delivering Unscheduled Care Services” document attached as Appendix 1.
- (2) Confirmation that the Board is assured that the approach to winter is robust.
- (3) Agreement to receive further detail at the 15th December 2022 Board meeting.

This report relates to a:

- Government policy/directive

This aligns to the following NHS Scotland quality ambitions:

- Safe
- Effective
- Person Centred

2 Report summary

2.1 Situation

Since the inception of the pandemic, NHS Grampian’s delivery of pre-pandemic targets in both scheduled and unscheduled care has been significantly challenged. As we approach the winter period for 2022/23 there are potential threats which could

further reduce our performance. This paper sets out NHS Grampian's approach to maximise performance during the next five months (December 2022 - April 2023).

2.2 Background & Assessment

The Board receives an annual winter plan and during COVID this has been combined with our tactical response. In December 2021 the Board received a comprehensive approach called "Operation Iris" which detailed:

- (1) The Grampian Operational Pressure Escalation System (G-OPES)
- (2) G-OPES operational readiness assessment
- (3) Approach to risk and its application to G-OPES
- (4) Approach to ethical consideration associated with G-OPES
- (5) Derogations of standards
- (6) The leadership approach for NHS Grampian (Portfolios)
- (7) Approach to staff wellbeing
- (8) Approach to communication

Throughout 2022 all of these aspects have been utilised, practiced and further refined to create a tactical approach which is described in three key areas:

- (1) Operational delivery system
- (2) Unscheduled care improvement plans
- (3) Contingency arrangements

The attached paper (Appendix 1), "Delivering unscheduled care services", provides detail against each of these headings. Board members also have access to additional background material. Alongside this a communication plan has been developed and is included as item 8 on the agenda for this Board meeting.

Further detail on 15th December 2022

The Board has an additional meeting on the 15th December 2022 when it will consider some further issues associated with our winter planning and preparedness. These include:

- (1) A review of G-OPES is underway and modifications are being considered. The full detail of changes including any required derogations will be described.
- (2) A review of the interface between G-OPES and the civil contingency framework is also underway. This will detail the trigger points that move us from business as usual to a civil contingency response.
- (3) One component of the contingency response is likely to require the expansion of the hospital bed base. The logistics to deliver this and the impact on other services is near completion and will be presented.

2.3.1 Quality/ Patient Care

The preparation for winter has as its primary purpose minimising any reductions in the quality of care and experience of patients.

2.3.2 Workforce

The winter period will present a further period of stress on the whole Grampian system from the community through to the hospitals. The experience of all staff will also be influenced by the wider stressors in “day-to-day” life generated by the national financial challenges. The We Care programme continues to be the central offer to our staff. The aim of G-OPES and the improvement programme is to maintain important supporting activities such as education and research.

2.3.3 Financial

The financial impact will be further explored at the 15th December 2022 meeting.

2.3.4 Risk Assessment/Management

The approach described through G-OPES is based on managing risk in a balanced manner across the system.

The scale of our actions described in the plan is drawn from the modelling data. Our key risk is that the reality that we face places greater demand on the system than our planning assumptions. If this occurs then the system will need to spend longer periods under contingency arrangements.

2.3.5 Communication, involvement, engagement and consultation

There has been extensive internal stakeholder engagement through the Whole System Decision Making Group, the Unscheduled Care Board and with HSCP partners to confirm the whole system interfaces for the winter tactical plan. Further consultation with internal and external partners is ongoing prior to finalise the G-OPES and civil contingency arrangements for the Board meeting on 15 December 2022.

2.3.6 Route to the Meeting

Appendix 1 “Delivering Unscheduled Care Services” has been developed over several months and has been considered by the Whole System Decision Making Group, the Unscheduled Care Board and the Chief Executive Team.

2.4 Recommendation

The Board is asked to:

- (1) Endorse the approach to winter that is set out in the “Delivering Unscheduled Care Services” document attached as Appendix 1.
- (2) Confirm that it is assured that the approach to winter is robust.
- (3) Agree to receive further detail at the 15th December 2022 Board meeting.

3 List of appendices

The following appendix is included with this report:

- Appendix 1 – Delivering Unscheduled Care Services