

## NHS GRAMPIAN

### Approval of the Grampian Health and Social Care COVID-19 and Winter (Surge) Plan 2020/21

#### 1. Actions Recommended

The Board is asked to approve the Grampian Health and Social Care COVID-19 and Winter (Surge) Plan 2020/21 which has been prepared with the involvement of key partners in the North East of Scotland.

#### 2. Strategic Context

The attached Grampian Health and Social Care Winter (Surge) Plan for 2020/21 is an overarching document for the Acute Sector of Grampian and the three Health and Social Care Partnerships (HSCPs) in Aberdeen City, Aberdeenshire and Moray. It is informed by the local Winter/Surge Plans for each of these areas and has been developed in collaboration with key partners. In addition, each of the NHS Grampian corporate services and teams have submitted surge plans to support their continued contribution to winter (surge) capability and delivery.

In response to Scottish Government guidance on Winter planning and preparedness (26 October 2020), our Winter (Surge) Plan sets out the planning and preparations that have taken place across our health and social care system, building on actions outlined in our Grampian Remobilisation Plan (August 2020 to March 2022) and are ongoing at a local operational level in each of our sectors and settings.

The plan reflects our ongoing emergency response to managing COVID-19 alongside remobilisation of services and takes cognisance of the Academy of Medical Sciences report "Preparing for a Challenging Winter 2020/21", published 14 July 2020 which highlighted a number of additional risks exacerbating the usual winter pressures as outlined below:

- Mobilisation of resources (staff and facilities) seen in the first wave response is unlikely to be possible due to other winter pressures.
- Backlog of non COVID care following the pausing of routine clinical care.
- Resurgence of COVID nationally, with local or regional outbreaks during winter.
- Possible influenza epidemic.
- Increase in general respiratory infections could overwhelm test and protect capacity.

In preparing for Winter 2020/21 we will:

- Plan, direct and assure an integrated whole system response – implementing an agreed Winter COVID-19 Tactical Operating Model (WR-TOM) with clear trigger, escalation and decision points.
- Continue ongoing remobilisation of services for as long as possible to do so.

- Continue to build on positive changes made across our system during our response to the first phase of the COVID-19 Pandemic to transform how we deliver care moving unscheduled care to scheduled care.
- Continue to identify areas of focus and learning from the preceding 2019/20 Winter and last nine months with increased emphasis on maximising use of digital health, Hospital at Home, Pharmacies and evolving role for primary and community care with care provided closer to home.
- Implement redesigned frailty and respiratory pathways and associated new developments under Operation Home First Programme.
- Ensure local implementation of 'single point of access' for urgent care through NHS 24 to our new Flow Navigation Centre for early clinical decision making.
- Ensure an integrated approach in taking forward recommendations within Scottish Government's Adult Social Care Winter Preparedness Plan 2020-21.

### **3. Key matters relevant to recommendation**

#### **3.1 Aim of Plan**

To set out the key actions required across our system, timescales and planning processes which will enable us to be as prepared as possible to effectively manage the significant challenges ahead posed by the ongoing pandemic in addition to Test and Protect, mass vaccination, care home support and the 'normal' seasonal pressures during Winter 2020/21.

#### **3.2 Rationale and Planning Assumptions**

This Plan is informed and guided by a number of sources as well as discussions locally and nationally and the knowledge and experience gained over the last nine months to assess winter risk and agree shared approaches.

#### **3.3 Approval of the Plan**

The COVID-19 pandemic has impacted on our usual winter planning processes and subsequently the timeline for development and approval of this draft Winter Plan. Our ongoing emergency response to the pandemic in addition to other winter pressures mean this draft plan will remain a live document as it is acknowledged some aspects will continue to evolve in line with our emergency response. We will therefore continue to engage and seek input on the plan and any updates required from various groups and committees including the System Leadership Team, Grampian NHS Board, the three Integration Joint Boards (IJBs) and the Area Clinical Forum and constituent professional advisory committees.

The draft and published version of the Grampian Winter Plan will continue to be a live document.

As in previous years, the Grampian Winter Plan will be available on the NHS Grampian website following submission to and approval by the Grampian NHS Board and three IJBs.

### **3.4 Governance Arrangements**

High level performance management of the plan will be through the System Leadership Team (Programme Overview Group) which is chaired by the Chief Executive and includes the Chief Officers from each of the HSCPs and the acute sector as well as executive team members from NHS Grampian.

Each of the HSCPs will follow their own local governance arrangements ensuring their respective local winter plans and the overarching Grampian Winter Plan are included for discussion at relevant meetings ahead of the final publication.

Performance management of underpinning organisational/sector/service winter plans is undertaken as per agreed mechanisms within local teams and areas.

Operation Snowdrop has been implemented across NHS Grampian from 2 November 2020. The three HSCPs are key partners within Operation Snowdrop. It is anticipated that Operation Snowdrop will remain in place through to Spring 2021 with the aim of maintaining our whole system approach in response to the ongoing pandemic and additional challenges and pressures the winter period is likely to present for us all.

## **4. Risk Mitigation**

The implementation of a comprehensive Grampian Health and Social Care COVID-19 and Winter (Surge) Plan will mitigate Strategic Risk 851 – Delivery strategies are not aligned to meet the future needs of the population.

## **5. Responsible Executive Director and contact for further information**

If you require any further information in advance of the Board meeting please contact:

### **Responsible Executive Director**

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**7 January 2021**

### **Additional Supporting Information**

Grampian Health and Social Care COVID-19 and Winter (Surge) Plan 'Our System Response' 2020/21