

Meeting:	NHS Grampian Board
Meeting date:	5 October 2023
Item Number:	9
Title:	System-wide Approach to Winter Planning
Responsible Executive/Non-Executive:	Sandra Macleod, Portfolio Lead, Medicine and Unscheduled Care
Report Author:	Michael Coulthard, Programme Manager

1 Purpose

The Board is asked:

- **Endorsement** – to endorse the approach outlined in this paper.
- **Future reporting** – to request that the outcome of this work be brought back to the Board at its meeting on 7 December 2023.

This report relates to a:

- Delivery Plan
- Government policy/directive
- Legal requirement

This aligns to the following NHSScotland quality ambitions:

- Safe
- Effective
- Person Centred

2 Report summary

2.1 Situation

It is proposed to undertake a programme of work at a system level, in addition to the winter planning activity routinely carried out by individual partners, to explore the creation of further linkages between the plans of partner organisations and share areas of good practice with a view to implementing changes ahead of Winter 2023/24. The intention is to establish a Winter Task and Finish Group to bring together all partners with a view to co-creating a Grampian Winter Contingency Framework to compliment the ongoing Bed Base Review by end of November 2023. This work will start with an in-person networking event on 28 September 2023 and it is proposed that the output will be brought to the Board at its December 2023 meeting.

2.2 Background

Winter planning is a key function and well-established annual process for NHS Grampian and its partners across the Local Resilience Partnership. Given the continued challenges and pressures being experienced across the Health and Social Care system in Grampian and beyond, it is particularly important that the system is prepared for the additional seasonal demand which can be expected over the impending Winter 2023/24 period.

2.3 Assessment

An opportunity exists to explore the creation of further linkages between the plans of partner organisations and share areas of good practice with a view to implementing change ahead of Winter 2023/24. Whilst opportunities may exist across the system, particular consideration of upstream actions which may contribute to reduce unmet need which ultimately results in demand for Unscheduled Care will be vital in supporting that crucial function during this challenging period. Unnecessary hospital admissions and delayed discharges are not beneficial for citizens, their families or those working within the system and aiming to minimise both will remain important areas of focus.

This work will specifically focus on connected winter planning within the entire Grampian area, seeking to acknowledge the significant work and learning already underway from winters past. It will explore further opportunities for connections between partners' usual winter planning processes and the sharing of best practice. In addition, it will create a platform for annual review through the Unscheduled Care Programme Board.

This approach is not intended to encroach upon or otherwise impact the pre-existing responsibilities of each partner organisation, nor is it intended to replace local Business Continuity Planning or Business Impact Analysis. This programme will not provide a surge plan for this winter but will link with other key areas of work including the Bed Base Review Project and Unscheduled Care Improvement Programme as appropriate. As a system wide approach, all links to improvement work, local resilience planning and civil contingency planning will also be respectfully acknowledged.

2.3.1 Quality / Patient Care

This work should improve the quality of care as it seeks to improve the winter health and well-being of Grampian citizens and where possible alleviate some of the additional demand for unscheduled care which presents during the winter period.

2.3.2 Workforce

This approach is intended to have a positive impact for those working across the system. It aims to help increase the understanding the linkages and opportunities for joint working with partner agencies, and encourage new and innovative approaches to winter preparedness. Ultimately, those working within the system are also users of the system and should benefit as citizens as well as staff.

2.3.3 Financial

The financial impact of this work is anticipated to be relatively minor. Funding will be required for the in-person networking event and may be required to support pieces of work which identified through that event as priorities for implementation ahead of Winter 2023/24. It is expected that this will be funded from the existing Unscheduled Care Improvement Programme funding stream and has been discussed at the Unscheduled Care Improvement Programme Board.

2.3.4 Risk Assessment/Management

There is a risk that additional pressure will be placed on a system which is already experiencing considerable demand during the winter period. This work aims to partly mitigate this risk by identifying and supporting implementation of upstream interventions which may reduce some of this additional demand.

2.3.5 Equality and Diversity, including health inequalities

An equality impact assessment has not been completed for this programme of work specifically, however equality, diversity and health inequalities will be routinely considered as part of planning processes within each partner organisation.

2.3.6 Other impacts

No other impacts have been identified.

2.3.7 Communication, involvement, engagement and consultation

Involvement and engagement of external stakeholders will be carried out at the event on 28 September 2023 where partners from across Grampian will be represented. This will include colleagues from across the Local Resilience Partnership, third sector representatives and care provider representatives.

2.3.8 Route to the Meeting

This has been previously considered by the following groups as part of its development. The groups have either supported the content, or their feedback has informed the development of the content presented in this report.

- Unscheduled Care Improvement Programme Board; 11 July 2023, 8 August 2023, 6 September 2023
- Grampian Local Resilience Partnership; 8 August 2023
- Chief Executive Team Business Meeting; 4 July 2023, 31 July 2023, 15 August 2023

2.4 Recommendation

The Board is asked:

- **Endorsement** – to endorse the approach outlined in this paper.
- **Future reporting** – to request that the outcome of this work be brought back to the Board at its meeting on 7 December 2023.

3 Appendix/List of appendices

There are no appendices included with this report.