

# NHS Ayrshire & Arran



<b>Meeting:</b>	<b>Ayrshire and Arran NHS Board</b>
<b>Meeting date:</b>	<b>Monday 4 December 2023</b>
<b>Title:</b>	<b>Winter Preparedness</b>
<b>Responsible Director:</b>	<b>Kirsti Dickson, Director Transformation &amp; Sustainability</b>
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## 1. Purpose

This is presented to the Board for:

- Discussion

This paper relates to:

- Annual Operational Plan

This aligns to the following NHS Scotland quality ambitions:

- Safe
- Effective
- Person Centred

## 2. Report summary

### 2.1 Situation

Scottish Government published the final version of the Health and Social Care Winter Preparedness Plan for 2023/24 on 24 October 2023 [Health and social care: winter preparedness plan 2023-2024 - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/health-and-social-care-winter-preparedness-plan-2023-2024/pages/12.aspx).

This Winter Plan sets out the actions being implemented across the health and social care system in order to prepare for the increase in demand and pressure we expect to see over winter 2023/24. These actions are being adopted as part of a business as usual approach to local planning for surges in demand and complement local surge/escalation and capacity plans.

Ahead of the finalisation of this Winter Plan, Boards and Health and Social Care Partnerships (HSCPs) were asked to undertake a state of readiness check. This took the form of a Winter Preparedness Checklist which sought clarification on whether Boards and HSCPs had taken on board the learning and actions contained within each statement with a response required in the form of - 'Yes' 'Partial' or 'No'.

The paper is presented to the NHS Board for discussion.

## **2.2 Background**

Planning for Winter 2023/24 commenced across NHS Ayrshire & Arran with a regional review attended by Ayrshire and Arran representatives, the inclusion of Unscheduled Care within the Annual Delivery Plan and the Unscheduled Care Improvement Plan.

Recognising that managing demand and capacity requires a whole system approach, NHS Ayrshire & Arran has worked collaboratively around the development of escalation plans across Acute and HSCPs, outlining and documenting the escalation thresholds and additional measures and actions to be implemented to deal with periods of surge in a safe and effective manner.

The escalation plans and full capacity procedures aim to help mitigate the risk of further escalation and ensure an appropriate response from key staff members. These measures should contribute to a reduction in escalation status, as well as maintaining business continuity, high standards of patient safety and patient experience.

Local modelling scenarios have been developed in partnership with Public Health Scotland to provide us with the predicted demand over the winter period. This allows us to understand the correct resource required for periods of surge to inform planning in relation to capacity and maintaining resilient services.

In addition, a winter debrief questionnaire was shared across our whole system and responses collated. This was framed to review what went well, what did not go well and what solutions have been identified to support a safer winter this year.

More recently, the completion of 'The Winter Preparedness Checklist' which sets out key areas against which we were asked to provide clarification that we had taken into account in our planning.

## **2.3 Assessment**

In our response to the Winter Preparedness Checklist, we submitted 51 'Yes', 6 'Partial' and 1 'No' response. This was reflective of the fact that we had taken on board learning from previous winters and the guidance received from Scottish Government and the National Centre for Sustainable Delivery. It should be noted that the completion of this checklist in itself does not mitigate the anticipated challenges which are expected over winter.

Recognising our current performance, there is a need to put in place a robust and focused recovery plan to support the navigation of this winter. This is currently being re-drafted in partnership with our HSCP colleagues. We will utilise data to support the identification of high priority interventions which will offer the greatest impact for patients, staff and services in advance of the expected winter surge.

The focus in the next two quarters will continue to be recruitment, reductions in the length of stay and reductions in waits for discharge. Some additional funding for our respiratory team and hospital at home service has been secured which will support us in our ambitions to increase care in the community.

As we move forward into winter, patient and staff safety will continue to be the overriding priority, however, we are entering this period of surge from an already very

challenged position with high occupancy rates and extended lengths of stay with a high number of patients accessing acute care through our unscheduled care pathways who are frail, elderly and deconditioned, some as a result of waiting longer for outpatient appointments.

#### **2.3.1 Quality/patient care**

The quality of care for patients is a particular focus within our winter planning.

#### **2.3.2 Workforce**

Workforce forms a component part of winter planning.

#### **2.3.3 Financial**

The Financial Plan is a key component of winter planning.

#### **2.3.4 Risk assessment/management**

Risks to delivery of the various aspects of winter planning will be assessed and will be managed throughout the lifespan of the plan.

#### **2.3.5 Equality and diversity, including health inequalities**

Winter planning is drafted within the context of the Programme for Government and takes cognisance of the delivery of services within the Public Sector Equality Duty, Fairer Scotland Duty and the Board's Equalities Outcomes. Impact assessments will be completed as required for the component parts of winter planning.

#### **2.3.6 Other impacts**

Winter Planning is set within the context of all the work undertaken across the Health and Care system within Ayrshire and Arran. It considers how we will deliver at a local level, how we will meet the needs of our local populations and how we will provide services within the scope of the resources available to us.

#### **2.3.7 Communication, involvement, engagement and consultation**

Winter Planning is considered in collaboration with NHS Ayrshire & Arran, East South and North Ayrshire HSCPs and key partners.

#### **2.3.8 Route to the meeting**

The content discussed in this paper has been considered by the NHS Corporate Management Team and the Strategic Planning and Operational Group. They have either supported the content, and/or their feedback has informed the development of the content presented in this report.

### **2.4 Recommendation**

For discussion - Members are asked to note the content and confirm they are assured that necessary systems and procedures are in place to develop, monitor, scrutinise and manage delivery of recovery plans in preparation for winter.