



Meeting: Highland Health and Social care Committee
Meeting date: 30 August 2023
Title: Winter Planning Readiness
Responsible Executive/Non-Executive: Pamela Cremin, Chief Officer
Report Author: Pamela Cremin, Chief Officer

1 Purpose

This is presented to the Board for:

- Assurance
- Awareness

This report relates to a:

- 5 Year Strategy, Together We Care, with you, for you.
- Annual Delivery Plan
- Annual Winter Plan
- H&SCP Annual Performance Report
- NHS Highland and The Highland Council Joint Strategic Plan 2024 -2027 which is currently in a communication and engagement process.

This report will align to the following NHSScotland quality ambition(s):

Safe, Effective and Person Centred

This report relates to the following Strategic Outcome(s)

Start Well		Thrive Well		Stay Well	X	Anchor Well	
Grow Well		Listen Well		Nurture Well		Plan Well	X
Care Well	X	Live Well		Respond Well	X	Treat Well	
Journey Well		Age Well		End Well		Value Well	
Perform well	X	Progress well					

2 Report summary

2.1 Situation

Highland Partnership is developing its approach to Winter Planning Readiness for 2023/24, learning from previous year's approach to winter planning (2022/23 winter plan approach).

2.2 Background

Winter Planning is a task undertaken by NHS Board and integration authorities and is supported by collaboration, engagement, assessment and learning across Scotland.

Draft Winter Priorities and Actions have been outlined by Scottish Government and these were considered at an NHS Scotland Winter Summit held in Glasgow on 22nd August, which was well attended by a number of NHS Highland employees in key roles across urgent and unscheduled care, scheduled care and strategy and performance roles.

The Board is in planning to be prepared for Winter Planning Readiness for 2023/24 by working collaboratively and learning from across Scotland to maximise planning and resilience for the forthcoming winter period.

A presentation is attached that outlines the learning from winter planning approaches in 2022/2023 and the approach to be taken for Highland Partnership to develop and deliver a robust Winter Plan for 2023/24.

2.3 Assessment

Learning from Winter Planning 2022/23: What went well?

- Agreeing clear cross system priorities that were "mission critical for delivery in advance of winter"
- Ensuring accountability for delivery of key actions cross system with senior MDT leadership to facilitate removal of obstacles to progress
- Introduction of OPEL within Raigmore
- Key priorities being mission critical to delivery of transformational change
- Objectivity through system pressures KPI reporting
- Ring fenced in-patient capacity for frail elderly patients in Acute and Community where complex discharge planning could be facilitated
- Ring fenced mixed speciality in-patient surgical bed capacity
- Professional NMAHP led Integrated working: Discharge without Delay

Recommendations to ensure services best support vulnerable communities and achieve positive outcomes for Winter Planning 2023/24:

- Review of data and intelligence – this has been iterative and ongoing in preparation
- Consider learning from other health boards and integration authorities
- Early identification of workforce requirement and targeted prioritisation / retraining of workforce to meet demand
- Recruitment processes and staffing solutions (incl. Volunteer recruitment and engagement with communities and third sector)

- Realtime data to support decision making
- eHealth / digital solutions
- Refreshed patient pathways to be more people and outcome focussed
- Refresh cross system leadership and management support to better support integrated patient pathways and ways of working – joint SLT Consensus Workshop held 23rd August – Action Plan in development for implementation at pace, aligned to 5 Portfolios:
 - Community Urgent Care
 - Flow Navigation
 - Hospital at Home
 - Front Door Flow
 - Optimising Flow
- Clear and understood escalation procedures across the system.
- Regional and national sharing of solutions and support

2.4 Proposed level of Assurance

This report proposes the following level of assurance:

Substantial	<input type="checkbox"/>	Moderate	<input checked="" type="checkbox"/>
Limited	<input type="checkbox"/>	None	<input type="checkbox"/>

Comment on the level of assurance

Moderate Assurance is proposed based on the Assessment outlined above at 2.3.

Action Plan from Joint SLT Consensus Workshop held on 23rd August to be developed and articulated. In progress at the time of report writing.

3 Impact Analysis

3.1 Quality/ Patient Care

Describe any positive and negative impact on quality of care (and services).

3.2 Workforce

It will be challenging to deliver a robust Winter Plan given the current workforce challenges in terms of vacancies and the ability to align bank staff and agency workforce to maintain continuity of care and service delivery. A number of mitigation plans are in place: workforce redesign and extended roles; workforce deployment; workforce alignment.

3.3 Financial

Early allocation of winter monies, once confirmed; and early plans for spend to enable recruitment.

Impact of increasing agency staffing costs to maintain continuity of care and service delivery. This is a financial risk in terms of cost containment.

3.4 Risk Assessment/Management

Workforce availability for deployment as outlined above at 3.2.

3.5 Data Protection

No personally identifiable data is required to develop and implement Winter Plan

3.6 Equality and Diversity, including health inequalities

An impact assessment has not been completed. This is a report on progress and process. Winter Plan 2023/24 is not yet developed.

3.7 Other impacts

Already increasing people in hospitals experiencing delayed discharge. People waiting for care at home services. The reduction in care home beds across the independent care home sector. These aspects will make winter planning challenging to deliver for 2023/24. Early planning and mitigation plans are essential and are being developed at pace.

3.8 Communication, involvement, engagement and consultation

- NHS Board Briefing 23rd May 2023.
- A number of NHS Highland delegates attended the National Winter Summit on 22nd August, held in Glasgow to direct and inform us about Winter Planning and to engage with other Boards and integration authorities on what success looks like and how we can collaborate for success.
- Joint Senior Leadership Teams Consensus Workshop held on 23rd August 2023.

3.9 Route to the Meeting

Agenda planning; Emerging issue.

4 Recommendation

- **Assurance** – To give confidence of Winter Planning Readiness for 2023/24 based on learning from previous years and ongoing analysis of winter planning process to date.
- **Awareness** – For information

4.1 List of appendices

The following appendices are included with this report:

- Appendix 1 Winter Planning Readiness 2023/24