
To: Renfrewshire Integration Joint Board

On: 22 November 2019

Report by: Chief Officer

Heading: Renfrewshire HSCP - Winter Plan 2019/20

1. Summary

- 1.1. Health Boards and Integration Joint Boards (IJBs) received guidance from the Scottish Government to support planning and preparation for Winter 2019/20. Health Boards must be satisfied that potential disruption to NHS services, patients and carers is minimised. The draft Winter Plan for the NHSGGC Board area was approved on 22 October 2019 and submitted to the Scottish Government.

https://www.nhsggc.org.uk/media/256392/item-12-paper-no-19_50-winter-plan-2019-20.pdf.

- 1.2. Health and Social Care Partnerships (HSCPs) in NHS Greater Glasgow and Clyde (NHSGGC) have produced Winter Plans to support the NHSGGC Board plan. The Plan for Renfrewshire has been produced by the HSCP in collaboration with Acute Services and Renfrewshire Council. A final draft is attached at Appendix 1.

2. Recommendations

It is recommended that the IJB:

- Approve Renfrewshire HSCP's draft Winter Plan 2019/20; and
- Note the collaborative work carried out with NHSGGC, and the Winter Plan approved by the NHS Board on 22 October 2019.

3. Background

- 3.1. Renfrewshire HSCP's Plan focuses on the key actions from the Winter Assurance Framework:

- Business continuity plans in place
- Escalation plans tested with partners

- Strategies for additional surge capacity
 - Workforce capacity plans and rotas to be agreed by end of November 2019
 - Acute, Localities and Care at Home joint plan to support prompt discharge and minimising delays
 - Develop and implement Communication Plans
 - Delivery of seasonal flu vaccinations to public and staff
 - Optimise use of Community Pharmacy
 - Proactive planning with GP Practices, Care Homes and Nursing Homes
- 3.2. This Plan for winter complements our ongoing work to reduce the demand for unscheduled care.
- 3.3. The HSCP Senior Management Team will manage the delivery of this the Plan and monitor supporting data to ensure the effectiveness of action being taken.
- 3.4. The Plan has been shared with the Council's Civil Contingency Team and NHSGGC Health Board colleagues.
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Implications of the Report

1. **Financial** – None
 2. **HR & Organisational Development** – None
 3. **Community Planning** - None
 4. **Legal** – Meets the obligations under clause 4.4 of the Integration Scheme.
 5. **Property/Assets** – None
 6. **Information Technology** – None
 7. **Equality & Human Rights** – The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
 8. **Health & Safety** – None
 9. **Procurement** – None
 10. **Risk** – None
 11. **Privacy Impact** – None
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Renfrewshire HSCP

Winter Assurance Framework

This framework describes additional actions being taken to prepare for the winter period. It should be read in conjunction with Renfrewshire's Unscheduled Care Plan which describes our ongoing work to reduce our reliance on unscheduled care.

Key Action	Response	Lead
Business continuity plans in place	Continuity Plans are in place. Reminders to be issued to partners to ensure all plans are up to date.	Head of Administration (Communications Lead)
	Reminder to be issued to all staff about adverse weather policies and the need to report to a local base if they cannot get to their normal place of work.	Head of Administration (Communications Lead)
	The provision of 4-wheel drive vehicles to ensure Care at Home Services, including community meals, can still be delivered in the event of severe weather and prevent any potential disruption to these essential services.	Heads of Health and Social Care Services
Operational escalation plans for festive period tested with partners	Operational Heads of Service to ensure management cover over the holiday period.	Heads of Service
	Single route into HSCP for acute system when pressures are identified. HSCP to provide input to daily huddles, with escalation route through Head of Service. Chief Officer (or nominated SMT member) to be main	Heads of Service

Key Action	Response	Lead
	<p>escalation route for RAH outside huddle process.</p> <p>Communicate escalation plans with staff and partners.</p>	Heads of Service
Strategies for additional surge capacity	Use of Hunterhill Care Home (empty respite beds) available as step down facility if demand for Care at Home cannot be met.	Heads of Health and Social Care Services
	Adoption of NHS GGC System Wide Escalation Policy, procedures and supporting local actions.	Heads of Health and Social Care Services
Optimising use of Community Pharmacy	Continue the prescribing of rescue medication for COPD patients by community pharmacists to reduce pressure on GPs, Community Services and/or Acute Services, and support self-management. This model proved a successful test of change in early 2019. Initial evaluation has been carried out and the Rescue Medicines process will become 'business as usual' in Renfrewshire and rolled out boardwide.	Chief Nurse / Lead Pharmacist/Clinical Director
	Issue local communications for Pharmacy First.	Head of Administration (Communications Lead)
Workforce capacity plans and rotas to be agreed by end of November 2019	Confirmation that rotas and staffing schedules will be completed by the end of November 2019 to ensure adequate cover	Heads of Service

Key Action	Response	Lead
	<p>and resilience over the winter period:</p> <ul style="list-style-type: none"> Care Homes (internal and external to the HSCP) Care At Home services (internal and commissioned) Social Work staff, in particular those based at the RAH District Nursing and Rehabilitation Services Business Support - Council and HSCP 	
Acute, Localities and Care at Home joint plan to support prompt discharge and minimising delays	<ul style="list-style-type: none"> Discharge Coordinator post will be created from November 2019. This dedicated role will be solely focussed on working with Families, Acute and HSCP Services to manage the discharge process. A dedicated, mobile Care at Home Team will be established to support the Discharge Coordinator. 3 beds at Hunterhill Care Home to be dedicated for the reablement of delayed discharged patients. 	<p>Heads of Health and Social Care Services</p> <p>Heads of Health and Social Care Services</p> <p>Heads of Health and Social Care Services</p>

Key Action	Response	Lead
	<ul style="list-style-type: none"> A joint plan and discharge process to be agreed by Acute and HSCP for the period 19th December 2019 until 6 January 2020. Acute and HSCP are meeting 3 times a day to discuss discharge planning and review active cases/delayed discharges and agree appropriate actions. Hospital social work team attending daily huddle including bank holidays. 	<p>Heads of Health and Social Care Services</p> <p>Heads of Health and Social Care Services</p> <p>Heads of Health and Social Care Services</p>
The risk of patients being delayed on their pathway is minimised	Implementation of the Acute Delays Action Plan	Heads of Health and Social Care Services
Communication Plans for staff and public	Re-enforce Board public messages about preparations for winter including referral mechanisms and alternatives to admission (local directory).	Head of Administration (Communications Lead)
Delivery of seasonal flu vaccinations to public and staff	<p>Deliver peer led immunisation across Renfrewshire HSCP Staff, both NHS and Council employees, to complement the Board run flu clinics.</p> <p>Deliver housebound flu vaccination programme across Renfrewshire by the end of November 2019.</p> <p>Offer Pre-5 Immunisation in Ferguslie and</p>	<p>Service Manager – District Nursing/RES</p> <p>Service Manager – District Nursing/RES</p> <p>Service Manager – District Nursing/RES</p>

Key Action	Response	Lead
	<p>Linwood area (test of change)</p> <p>Communicate with Care Homes and Care at Home providers to seek assurances that they will be offering staff immunisation.</p> <p>Advertise staff flu clinics and promote uptake.</p>	<p>Chief Nurse / Clinical Director</p> <p>Head of Administration (Communications Lead)</p>
Winter Planning with GP Practices	<p>Work with Clinical Director and GP colleagues to ensure Anticipatory Care Plans (ACPs) and Key Information Sheets (KIS) are in place for high risk individuals. This is work is being led through the Living and Dying Well with Frailty Collaborative locally.</p> <p>Engage with GP practices to encourage proactive planning for high risk patients, in particular those with COPD, Diabetes, Dementia and / or those who are housebound.</p> <p>Engage with GP practices to ensure repeat prescription arrangements are in place for holiday period.</p>	<p>Clinical Director / Service Manager for DN and RES</p> <p>Clinical Director / Service Manager for DN and RES</p> <p>Clinical Director / Service Manager for DN and RES</p>
Proactive planning with Care Homes	An Advanced Nurse Practitioner (ANP) has been recruited to work with Care Homes across Renfrewshire. The ANP will work closely with Care Homes who may have high admission rates, to proactively identify and	<p>Chief Nurse</p> <p>Service Manager DN and RES</p>

Key Action	Response	Lead
	<p>manage the care needs of these residents to potentially reduce need for hospital admission, which may include appropriate and timely prescribing. She will promote the use of ACPs (Anticipatory Care Plans).</p> <p>The ANP and other HSCP staff will work with Care Home Liaison Nurses and local Care Homes to support preparations that can assist in maintaining patient stability over the period, including the management of Rapidly Changing Needs</p> <p>We will work with nursing homes to encourage them to accept higher than normal admission numbers over the pressure period and to ensure that they admit at weekend. Over this period, patients may be offered a wider range of nursing homes than usual.</p>	<p>Chief Nurse, Service Manager DN and RES</p> <p>Heads of Health and Social Care Services</p>